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In an interview, John MacDonald, on his appointment as Deputy Minister of Indian Affairs and Northern Development, talks candidly about subjects ranging from bilingualism in the Public Service to the department's policies and objectives, and the qualities that distinguish an excellent from an adequate administrator.

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CONTENTS

Interview with J.A. MacDonald.....	1
Interviewé avec J.A. MacDonald.....	9
Farewell Ceremony E.A. Côté	16
Where the Buffalo Roam.....	17
Indian Artist	20
Allons voir La Forteresse de Louisbourg	21
Northern Cookbook	22
Alexander Graham Bell	24
Arctic Co-operatives	26
N.W.T. Tourist Office	27
Ecole Nationale d'Administration	28
Appointments.....	29
Staff News	32

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Editor: Jake Ootes

This issue features an opinion-packed interview with our new Deputy Minister.

John Allan MacDonald was born in Ottawa in 1921, and became bilingual by attending French primary school there. When war broke out he joined the Canadian Army, but was invalided home from the United Kingdom after a serious training accident.

As part of his rehabilitation he served as a government clerk, grade 2, for a period before returning to high school and then going on to McGill University. He majored in economics, and after graduating with a Bachelor of Arts degree (honours) in 1947, he joined the Industrial Development Bank in Montreal.

He later worked with the Economic Policy Division of the Department of Finance, and attended the National Defence College in Kingston in 1954. A year later he became a member of the Treasury Board staff in Ottawa, and specialized in defence budget problems.

In 1958 he was appointed Director of the Board's Defence, Works, and Contracts division. Two years later he was asked to take the post of Assistant Secretary of the Treasury Board, with responsibility for all the work of the Board outside the personnel field.

In January 1963 he became Assistant Deputy Head to Dr. George Davidson, who was recently appointed chief executive of the CBC, heading a task force set up to study recommendations of the Royal Commission on Government Organization, popularly known as the Glassco Commission.

In January 1964 he became Assistant Deputy Minister (National Resources) of the Department of Northern Affairs and National Resources, and Senior Assistant Deputy Minister in January 1966. His appointment as Deputy Minister of Indian Affairs and Northern Development was announced in February of this year and became effective on March 1.

Mr. MacDonald is a member of the Board of Directors of the Oromocto Development Corporation and Panarctic Oils Limited. He is a member of the Advisory Council of the School of Public Administration of York University, Canadian Political Science Association, Cercle Universitaire, Canadian Club, and the Country Club.

He is married to the former Jean Elliot Wright of Ottawa; the MacDonald's have three children, Ian, David, and Kathy.

Jake Ootes



John Allan MacDonald

in a candid interview
with Darrell Eagles

Mr. MacDonald, your last four appointments have all occurred in January. It wouldn't be at all surprising if you considered this your lucky month.

My wife and I were talking about this just recently. Some of the announcements have been in January but, by coincidence, five or six events important in my life have developed around Christmas. Not all have been happy, but of course my appointment as Deputy Minister was a delightful Christmas present.

Now that you are the Deputy Minister of Indian Affairs and Northern Development one might facetiously suggest that you could be forgiven for attaching a sign to your door reading "The buck stops here". Has there been any sort of sudden realization of this on your part?

Even though I have carried a considerable amount of responsibility in the system we have operated since I've been in this Department, there is no question whatsoever that there is something absolute about occupying the top position and knowing that not even in a moment of weakness can you fall back and hope that the man above you will catch it, or stop it, or hold it. There is no escape from this responsibility; it's absolute and complete, and one knows it.

Do you enjoy this challenge?

Oh yes, I always have. I'm afraid I've always preferred managing to being an employee, partly because I have an incurable inclination to try

to improve an operation, and I am cursed with a succession of ideas that I would like to see tried out. Accordingly, I find the challenge of absolute responsibility to be a satisfying one.

Mr. MacDonald you once served as a government clerk, grade 2. Did you decide at that time to make a career of the Public Service?

Well, I was born in Ottawa, so there has never been any doubt that I was oriented toward government from an early date. That service as a clerk grade 2 was my rehabilitation when I was discharged from the army after the last war. I was offered this appointment, which seemed pretty attractive to me at the time; it paid \$80 or \$90 a month, I believe.

I worked in the Daly building and my job involved going over to the Besserer Street post office and dragging the morning mail back in a big black leather case and stamping the time of receipt on each letter. However, one thing I did at that time was to read all the mail. I soon knew quite a bit about the department, how it operated, and I ended up later on with the Canadian Pension Commission where the work was a bit more interesting.

However, I awoke one day realizing that I had been kidding myself about a lot of things, including my plans to go back to night school. At that time I had not completed second year high school and, in fact, my enlistment when war broke out saved me from continuing a rather dismal academic record. Knowing what I wanted to do, I came to the conclusion that a little later on in life I would find myself in a rather tight box, so I quit my clerical job rather suddenly, went back to high school, and then on to university.

There was little talk of bilingualism in the Public Service when you attended public school here in Ottawa. What

prompted your parents to send you to a French school?

I have thought about this more than once and have come to the conclusion that it was a remarkable piece of prescience on my mother's part. She became convinced that in the Canada of the future it would be important that one be able to speak both English and French. Accordingly, and remember this was in 1927, she decided that her son should learn French, and I was enrolled in a French primary school.

There is a growing awareness that skill in both official languages is a prerequisite if one hopes to advance in the Public Service. Is this situation fair to those who have been brought up outside Quebec, Ontario, and New Brunswick?

I think it is not only fair but, indeed, it is advantageous to the individual. We look for a great number of sophistications in the kind of people we expect to see rise in the Public Service, and language facility is only one of the skills.

In a sense, this situation is bigger than Canada. We have to remember we are living in a very mobile world. The transportation revolution has reduced distances, and people are travelling a great deal. The idea of a unilingual world, if attainable, is very, very far in the future. Having two languages could develop as a distinctly Canadian advantage.

This Department has functions which, to some people, appear to be diverse. However I believe you hold there is a common thread.

Yes, the common thread is our trust responsibility. That may sound passive but in fact, as you well know Darrell, it is a very dynamic thing in every area of this Department. I feel we have a homogeneity of responsibility in the Department. By this I do not mean the kind of homogeneity that existed in many of the small

departments which were possible when government was less complicated.

The Public Service grows to cope with additional responsibilities assigned by Parliament; however, practicality will limit the number of Cabinet Ministers and therefore the number of departments. Accordingly, departments will have to widen their scope, and the task will be to achieve the optimum degree of homogeneity possible under these circumstances.

We appear to be one of those departments that have "arrived" in that sense. There is a common thread of trust responsibility that makes people in the various branches responsive one to another. For this reason the basic task of managing the Department is made much easier.

We have responsibilities that range from the social problems represented in the Indian program, to the social, economic, and political development of the North, the preservation of our natural heritage by the National Parks and the Wildlife Service, and some our cultural heritage by National Historic Sites. The task of identifying priorities in this array of responsibilities is made easier because each one of us recognizes that the function we are performing is one of trust for people, or resources, or both. Sometimes it is for people who are with us today and sometimes for future generations, but this common thread does permit the essential dialogue; it does permit the communication that is absolutely essential if there is to be agreement about what in fact is the relative order of priority.

It is sometimes hard because of the day-to-day demands of one's work to think critically about what we're doing and why. Could you outline, with a broad brush, what you feel have been some of the important developments in our areas of responsibility?

Unquestionably, the economic develop-



ms it that is beginning to shape up in the North is of critical importance to no therners, to other Canadians, and indeed to the entire world because of the North's vast wealth.

The quite dramatic increase in resources that Canadian society has allocated to a whole-hearted attempt to solve the problems of the Indian people is, I think, one of the other very significant developments.

Two other very important steps, of course, have been the development of the National Wildlife Policy and Program and the National Parks Policy. These documents spell out in detail what we are doing and plan to do in these fields. These policy statements had the support of the Government of the day and of Parliament, before which they were tabled. In effect these policies are charters and charts of the course for the future of two of the most important trust functions we have.

These latter trusts are sometimes difficult to advance and maintain because they are not perceived in the strong human terms that some of our other problems are, but they must be

thought of, in part at least, in terms of trusts for future generations, a no less important responsibility.

Carrying on with this same broad-brush treatment, could you outline what you feel are some of the really knotty problems yet to be solved? We have to improve our communication with Indians, and with the rest of Canada on their behalf, so that many of the worthwhile things which are under way are not defeated owing to lack of understanding on either part.

The Indian program is directed toward increasing the mobility of the Indian in Canadian society through education, housing, and community development, the things which are needed to redress the balance and put them on an even footing with the rest of Canada so that they may make their own decisions about the direction their lives will take. Our Eskimo program in a different context has the same objective.

The North has important political and constitutional developments ahead of it which have to be resolved in the near future. We are working on a white paper on government structure

in the North at the moment, with particular references to the Yukon.

As to economic development in the North, the prospects are quite exciting. Some of the excitement of the challenge is illustrated by our recently announced Panarctic project. Panarctic, as you know, is a unique joint government-industry search for oil in the Arctic islands which has aroused widespread favourable comment. We also have to solve the transportation problem because it is unquestionably and demonstrably the barrier the development project has to leap. We think there are solutions, and we are pursuing them.

We are strengthening our capability to analyse economic factors, and we feel that the North is close to what economists term the "take-off point" in economic development. The North's wealth is an extractable wealth and without question will be demanded by the world at a certain point in time. Some of it is already in demand now—Pine Point, Anvil and other names are examples—but if we wait until the demand is clear and then take ten years to put in the infrastructure, we will have lost a decade or more and that would mean a serious economic loss. Thus the challenge is to proceed but in doing so to neither over invest nor under invest in the sort of developments we have to make to encourage progress.

On the National Parks side we're in a race against time. Because of our vast area, which seems to be so underpopulated, it has been difficult for this country to realize that shortage of land for parks could be a concern. The fact is that Canada's population is increasing rapidly, and we are now beginning to experience the urban explosion. We should be guided by what has happened in the United States where they are now putting out literally fantastic sums in order to try and recover their heritage of nature from pre-emption by other uses.

If we wish to avoid that course, and keep faith with future generations, we have to move very, very rapidly. This is an enormous and costly task which involves the provincial and federal governments, and possibly other levels of government, but it must be tackled over the next 20 years with great vigour.

On the wildlife side I think you know quite well, Darrell, that we face a very serious threat to some species. Loss of wetlands to agriculture, roads, urban development, industry, and power development is endangering our waterfowl resource, a resource that contributes to many interests, economic and aesthetic. We have launched a vast program of wetlands acquisition as a counterforce. The other wildlife problems are not of any lesser importance but I should think that the continuing scientific research program is the greatest contribution we will be making in that field.

The National Historic Sites program is reacting to a sudden surge of interest that may be due to Centennial year or simply to the fact that Canadians are becoming aware that we have a history which is of interest and of value to us. We have been literally swamped with representations to preserve this heritage. It's a challenging and trying task to reconcile the desire to do as much as possible, again in a race with time in many instances, with the funds available and our resources for archaeological and historical research.

The separation of Indian and Eskimo children from their parents is an unfortunate aspect of residential schools. However, given the small scattered population in the northern territories, is another solution possible?

We have tried to meet this very real human problem by deciding to locate,

as far as possible, smaller classrooms for the primary grades in the habitation areas. This is a somewhat more expensive and certainly a less efficient way of providing schooling from a teaching point of view, but it does recognize the human factors of the separation of the child from the parents which cannot be ignored. Children will have to move to residential schools for their secondary education, because it is impossible financially to provide the more sophisticated types of education in one-room schools. That is as true in southern Ontario as it is in the North. The penalties of separation at that point are less, and are overbalanced by the benefits the young people will derive.

I suppose too there is a problem in attracting teachers who are willing to live in small northern communities?
We have been very fortunate in attracting highly motivated people. I must say it's been a most pleasing surprise to me to find numbers of teachers who are willing to live in the North so that the people there can benefit from their skills.

Has your personal concept of the role of wildlife in our modern society changed since your association with the Wildlife Service?

Well, I come from a rural background. I spent a lot of time on farms in the summertime, and I've farmed in Saskatchewan. In fact, as a child my first experience with wildlife was chasing little ducklings in dried-up ponds that bordered wheat fields. I suppose I should reassure the Wildlife Service that I have come to a better understanding of the significance of passivity in this area.

As to the role of wildlife in our society, I think the real problem is that some Canadians take wildlife and natural areas for granted. We have become accustomed to these things because we have grown up with them

and haven't yet fully comprehended man's capacity to destroy his environment. Since I've come to this Department I have done a lot more thinking about such things; I now see with different eyes, and I have come to appreciate things on a different plane.

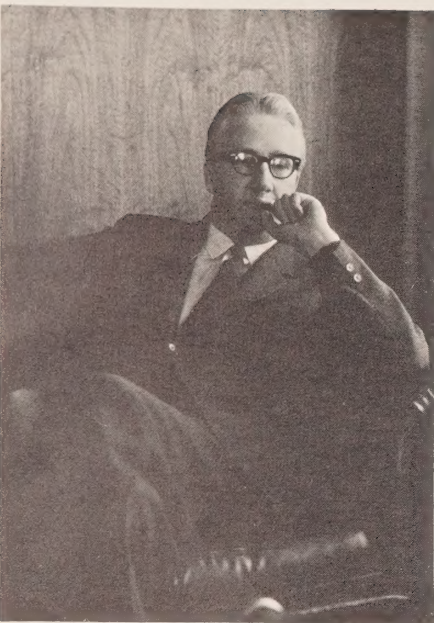
The Department is sometimes accused of being overly paternalistic toward Indians by "keeping them" on reserves. Is this true?

The Indian reserve question is probably the most misunderstood aspect of the so-called "Indian problem". To the people remaining on the reserves, and possibly to many Indians not on the reserves, they represent an important psychological factor. They are the only tangible things which relate directly to their past; the reserves constitute their surviving wealth, so to speak.

We in the Department do not underestimate the importance of this psychological factor. On the other hand, nothing in the law, practice, or custom forces an Indian to live on a reserve. The desire of many of them to do so is accepted and understood. I think the balance has to lie from the policy point of view in what I have indicated earlier, a policy which through education, housing, and other measures gives to the Indian the same mobility as other Canadians so that he can make his choice.

In The Globe and Mail, on Friday, February 9th, Scott Young supported the idea of removing the Banff townsite from federal jurisdiction and having an equivalent acreage added elsewhere so that more accommodation could be provided, as well as more amusements for rainy days to divert vacationers living under canvas. He also asked why four years have passed without enabling legislation since the "wilderness concept" of the Parks was announced.

Well, of course, I think Mr. Young's comment in its several parts illustrates



the difficulties we face in communicating National Parks policy. The legislation already exists. I'm referring, of course, to the National Parks Act.

The wilderness concept as articulated in the National Parks Policy Statement, tabled in the House, is not a new concept. The policy is just more specific than the Act, which sets out the parameters. The wilderness concept is simply a matter of zoning. After a great deal of research by our Parks planners we have outlined the areas which are most worthy of being protected as wilderness. Intrusions will be limited to man on foot or with a canoe. Other areas will be transitional zones where people can travel by modern means of transportation, camp, have lodgings of other kinds, and yet experience something of the wilderness feeling. Then there will be visitors' service centres, such as Banff townsite, whose purpose is to serve the visiting public.

As to more amusements in Banff townsite, I see no particular argument in favour of them being centred in Banff, because Banff Park itself is a very large geographic area, and Banff

townsite is by no means the central point. Further, anyone who visits Banff townsite would hardly come away with the impression that there's been that much restriction in the development of such facilities. In fact many are of the opinion that facilities have been overdeveloped. Of course, there is no restriction on facilities being developed outside the park.

Fundamentally, the answer is that a National Park is by definition a special kind of park. It is not intended to provide the kind of recreation that is found in an urban or semi-urban environment. There is no point in every kind of institutional facility trying to reproduce everything, and there's no question whatsoever that the National Parks are intended to provide that kind of recreation which is closely aligned with enjoyment of wilderness, enjoyment of quiet places.

What can be done to protect a popular National Park like Point Pelee where every year a million people tramp through an area that was set aside in an attempt to safeguard its unique biological character?

We launched our new interpretation program by erecting the first interpretation centre in Pelee. The object is to educate the public to enjoy the park for what it is in its own right, rather than to try to superimpose other activities upon it. This is one way of dealing with the usage problem. And in a small park like Pelee that is preserved for its special biological character, special effort will have to be made in most areas to keep visitors on the nature trails. Otherwise, a million visitors a year would tramp the place into dust.

How important will interpretation be in the future of the National Parks?

Oh, without question, interpretation is the soul of the National Parks. Without it there is a great danger of the parks being regarded as merely large

geographic areas, just so much real estate, in which people may perform any kind of recreational activity. Interpretation spotlights the heart of the parks, their meaning, the vital reasons for keeping them. Interpretation reveals why we preserved these particular examples of the face of the land, these particular phenomena of nature.

The Canadian Government Travel Bureau promotes the National Parks to attract tourists and their money to Canada. This promotion appears to conflict, at least in part, with the idea that only certain recreational activities are compatible with National Parks policy. For example, skiing in the mountain parks means one thing to an investor who may be participating in the development of an area, and another to those who are interested in the parks as natural areas.

There was a hangover from an earlier period in the Travel Bureau advertising, but the Director and I have had long amicable discussions on this. They understand our policy fully now, and the basic message we put across to them was that there is a great deal more to Canada now than the National Parks. We fully realize the importance to Canada of the international reputation of the parks, but we wanted some de-emphasis to spread the load somewhat. The Travel Bureau Director sees this clearly, and the Bureau certainly agrees it's in the interest of the tourist industry that the load be dispersed more than it has been.

On the subject of skiing, we have accepted skiing to be as legitimate a use of a National Park as hiking. The motivation of the promoter is, in a sense, irrelevant. As an investor, he is providing facilities for the public, which we feel should not be provided out of the public purse. Therefore, it's perfectly legitimate private enterprise when he is providing a facility which relates to a legitimate use of a park. Skiing has the added

benefit of helping counter the seasonal nature of the accommodation business, and to the extent we can facilitate skiing we produce cheaper accommodation for all visitors. This, we think, should be one of our basic interests.

What do you see as the evolving picture in National Parks with regard to land being leased by individuals? Well, we foresee the continuation of the lease as the technique for permitting commercial entrepreneurs to provide services for visitors and for meeting the residential needs of the people who have to reside in the parks to provide those services. It is essential, however, that the leased lands return to public control periodically so that we will have a degree of flexibility to move and meet changing demands in the future.

What about individuals who have leases for cottage sites?

Parks policy requires that the National Parks be cared for on behalf of all Canadians. Ultimately, the cottage use will have to disappear.

In Saskatchewan, many people apply for a licence to hunt antelope. To prevent undue reduction of antelope herds, the number of hunters is restricted by having a draw for a limited number of licences. Do you think that the pressure on the National Parks will ever be so high that use will have to be restricted by some device to prevent them from being destroyed?

Oh, I'm absolutely certain that something of that nature will come, barring some catastrophe like a plague reducing the world's population. In view of present demographic trends one has to presume that Canada's population is going to increase greatly, along with that of every other country. Even if our most ambitious programs for new parks are realized, there will, by definition, be a limit to the space that may be reserved for this purpose.

Against that fixed value you will have an increasing number of people pressing to use the land; therefore, future generations of administrators will have to come to grips with very tough problems of restriction of use. Otherwise, the very purpose of the parks will be defeated.

You have said there will be a limited number of National Parks and that too many visitors can destroy the values the parks were created to protect. Accordingly, do you think that Parks people should enlarge their scope of interest and study the basis for the demand? For example, should they study the factors that cause an exodus from cities on weekends and holidays? What is it about cities that make people want to get out when they can — is it stress, lack of human scale or variety, desire for privacy or perhaps green areas?

The surroundings at Expo '67 — the sculpture, water, buildings, the green areas, fountains, places to sit down and watch the passing parade, were such that many people remarked they enjoyed just being there without even going into the pavilions. In summary, to protect the parks in the long term, do you think that Parks planners should be getting involved, one way or another, in creating a new and more satisfactory urban environment?

Well, I don't know whether they should get involved in urban planning, but I can say that we have been coming at this problem in two ways. We have a major recreational study going on right now. We had a design study in the first instance, and we have some of its components under way. It is designed to forecast future recreational demand, and it will flow from some of the considerations you have touched upon.

We have to forecast our needs for resources to meet the probable demands of visitors. However, that de-

mand will be affected by the as yet unknown character of future urban environments and other related factors. Now we suspect that so-called demand for recreational facilities is nothing more than a function of supply. If that is so, then demand can be reduced by supplying other things elsewhere. That is why we have always come back, time and time again, to say that the National Parks are only one part of the system.

Some of the most pressing needs are for recreational parks near large cities. I agree that the character of the cities of the future will be an important factor in the degree of pressure on a limited number of National Parks, but even if the pressure is high, that will never relieve us of the necessity of preserving forever the treasures that are our National Parks.

Have the events of Centennial year caused Canadians to take more interest in the history of this country, and, further, do you think some of the exciting techniques now being used in museum and nature interpretation will ever creep into the teaching of history? I'm presuming, of course, that part of the traditional nonchalance about Canadian history stems from the way it is taught.

Oh, I think the evidence was with us even slightly before the build-up to Centennial year. Perhaps it is just another indication that Canada is maturing. Not too long ago our efforts did not go beyond what might be termed routine custodial care of some historic sites. The people who work in this field now are very excited about the possibilities of interpretation. We have become aware that it is not enough just to have National Parks. So much more is gained if you can interpret the parks, and we're laying much emphasis on that side.

We're doing the same thing with National Historic Sites. When we have such fascinating things as the restor-



ation of Louisbourg, where you see the results of archaeological and historical research blended with modern engineering to restore a structure first built so long ago, then you cast forward to the possibilities of bridging time and making that era live for Canadians today. That, I think, is a challenge interesting to the best minds.

From your own observations, what do you think are the characteristics that separate excellent and merely adequate administrators and program managers?

Well, that's a very fine question. Again, I think you know, we feel we're in the midst of a revolution in this Department in the way of doing business in the Public Service. We think that this Department is at least among the leaders in developing systems for critical self-examination, innovation, and improvement. We feel we should be as efficient, if not more efficient, than private business, within the limitations which prevail in the public sector. Measurement of performance is at the centre of this revolution.

I think that imagination, innovation, willingness, and ability to accept

responsibility are the things that distinguish the superb performer from what might be called the routine administrator. By responsibility I do not mean merely a freedom from restraint, freedom to do anything that happens to please one, enjoyment of sort of an independent fief handed over to one's charge by some act of good grace or good luck, but full responsibility with concomitant accountability. In other words one exchanges the necessity of always saying may I, for the occasional necessity of explaining why one did something.

We are striving to sophisticate our appraisal systems throughout the Department, make them efficient, and not only make them fair but seem to be fair in the eyes of everyone in the Department. Our aim is to note desirable qualities as they emerge in people, note performance, and relate these things to promotion. Our feeling has always been that very good people want nothing more than an opportunity to meet these tests.

What advice would you give to a clerk or a typist who is interested in getting ahead?

Try to do your job better than anyone else has done it before and improve yourself; learn skills. And there's lots of help available—we have one of the best training records in the Public Service. In fact, we attract a lot of people from other government departments and from outside on that account. Our Junior Executive Officer—Junior Officer program is noted throughout the Public Service. I believe we have always been willing to recognize ability and the desire of someone for increased responsibilities, but basically the answer is learn skills. Don't forget night school, educational leave, and we tend to co-operate in this respect.

I read somewhere of a senior British administrator, I can't recall his name, who felt that the only way to keep on

top of your job was to finish all the work on your desk before leaving for the day. Apparently he presumed the next day would bring its own full quota of problems. How does that philosophy of work strike you?

Well, the example you gave would be a most difficult one to meet. It also has the deficiencies of all absolutes. General Eisenhower was supposed to have insisted that all problems be reduced to a one-page memorandum before he would look at them. This too was an absolute, and I think it was the London Economist that commented "After two years in office President Eisenhower is discovering that there are a few problems which simply do not reduce to a one-page memorandum."

There are some offices and there are some responsibilities where the work flow is continuous, and if you were to stay at your desk until it was clear then I'm afraid you wouldn't go home at all. Work habits vary with the individual and with the level of responsibility. The decision-making process is based on accurate and adequate information. One has to be able to rely on and trust subordinates. Thus one has to be able to pick good people.

The task in decision making is to get things done. Many worthwhile objectives are thwarted by failure to make decisions. Complete preoccupation with the fear of making any kind of mistake frequently produces paralysis of administration.

No one can be absolute about this but in addition to the qualities I mentioned previously the really excellent administrator is the one who can read his subordinates, quickly identify the logical weaknesses in arguments that are put forward, and above all reach a decision in a reasonable period of time.

Could you make any suggestions to help the man who is trying to decide what balance is right for him in terms

of reaching out for responsibility and its rewards and the rewards that come from family life. Recognizing that sacrifice on one side or the other is involved, how can he perceive what is best for him and his family?

It is almost impossible to make value judgements for other people. I guess I follow a crude law of compensation in an attempt to achieve a balance. I think that one can, if one maintains a certain philosophy of life, maintain family and other non-material values that are important in life, and I have tried to do this. Nonetheless I have, I think, met most of the career challenges that have come my way.

Then there is the fact that I've always had a dread of being in any

sort of singular situation where I could be so committed to any one area or discipline that my appetite for other things would be foreclosed. I feel there is just too much in the world to be that narrow. In other words I think it is healthy to have interests besides career and family. Family values are not the only ones; there are others as well. I don't think that one necessarily has to sacrifice family values, although there's no question whatsoever, that they do come under a strain on occasion.

The strain of great effort in one's career, on the other hand, is expressed in a mental weariness and an emotional exhaustion which sometimes makes it difficult to respond to the

emotional needs of others in a family, but if one is careful this can be minimized as well. The difficulty in the final analysis, I think, is achieving a balance of gratification of desire for success in whatever one's profession happens to be, against the cost in terms of health, and time, and family.

It's a personal decision, and I could have asked myself this question about balance at several points. You know, I think accident has determined my career as much as anything else. I don't know that I consciously strove for anything; I could have philosophically accepted spheres of activity at different levels.

John Allan MacDonald

Interviewé par
M. Darrell Eagles

Monsieur MacDonald, vos quatre dernières nominations ont toutes eu lieu au mois de janvier. Vous considéreriez janvier comme votre mois chanceux qu'il ne faudrait pas s'en étonner.

J'en parlais justement avec mon épouse dernièrement. Certaines nominations, en effet, ont été annoncées en janvier, mais, drôle de coïncidence, cinq ou six événements importants de ma vie se sont produits vers la période de Noël. Ces événements n'ont pas tous été heureux, mais ma nomination à titre de sous-ministre est certainement un beau cadeau de Noël.

Quelque bon plaisant pourrait bien, maintenant que vous êtes sous-ministre des Affaires indiennes et du Nord canadien, vous trouver excusable d'apposer à votre porte un écriteau portant qu'"Ici, il n'est plus question de passer le ballon". Avez-vous eu soudainement une telle impression? Les fonctions que je remplissais au Ministère, exigeaient une très grande part de responsabilité, mais il est évident qu'il y a de l'absolu dans le fait d'occuper le plus haut poste possible dans la Fonction publique et de savoir qu'aucune erreur n'est permise, même dans un moment de faiblesse, vu qu'il n'y a personne au-dessus de soi, sur qui compter pour corriger ses erreurs. On ne peut se défaire de cette responsabilité; elle est absolue et complète.

Aimez-vous ce genre de défi?

Bien sûr, depuis toujours. Je préfère

diriger à être dirigé, à cause d'un souci d'amélioration qui m'est propre et aussi parce que j'ai dans la tête une foule d'idées que je voudrais mettre à l'essai. Ainsi, le défi de la responsabilité absolue me satisfait.

Monsieur MacDonald, vous avez déjà travaillé dans la Fonction publique à titre de commis classe 2. Est-ce que vous envisagiez, à ce moment-là, de faire carrière dans la Fonction publique?

Comme je suis né à Ottawa, j'ai été très tôt orienté vers le gouvernement. Disons que ce poste de commis classe 2 fut ma rentrée dans la vie civile après mon licenciement de l'Armée à la fin de la dernière guerre. J'ai accepté l'offre que l'on m'a faite et qui me satisfaisait à ce moment-là; le traitement mensuel, si je me souviens bien, était de 80 ou de 90 dollars.

Mon travail consistait à aller chercher le courrier au bureau de poste de la rue Besserer, à l'apporter dans un gros sac en cuir noir à l'édifice Daly et à estampiller sur chacune des lettres l'heure de réception. A ce moment-là, je lisais tout le courrier. Ainsi, en peu de temps, j'en suis venu à connaître à peu près tout sur le Ministère et sur son fonctionnement; j'ai fait ensuite un travail plus intéressant à la Commission canadienne des pensions.

Puis, un jour, je me suis rendu compte que je me berçais de nombreux espoirs, y compris mes projets de suivre des cours du soir. A ce moment-là, je n'avais pas encore terminé la seconde année de mon cours secondaire; de fait, mon enrôlement, lorsque la guerre a éclaté, m'avait permis de mettre un terme à des études dont les résultats s'annonçaient plutôt minables. Je savais ce que je voulais, d'autant plus que je constatais que mes perspectives d'avenir n'étaient pas très brillantes; j'ai donc laissé mon travail pour retourner à l'école, terminer mon

cours secondaire et entreprendre des études universitaires.

Le bilinguisme n'était pas très à la mode dans la Fonction publique à l'époque où vous avez fréquenté l'école publique à Ottawa. Qu'est-ce qui a poussé vos parents à vous envoyer à l'école française?

J'ai souvent pensé à cette question. Ainsi, j'estime que ma mère voyait juste. Elle était convaincue que, dans l'avenir, il serait important pour un Canadien de parler l'anglais et le français. C'est pourquoi, en 1927, elle a décidé que son fils devait apprendre le français; je fus donc envoyé à l'école primaire française.

Il semble de plus en plus que le fait d'être bilingue soit une condition préalable que doit remplir quiconque désire obtenir de l'avancement dans la Fonction publique. Croyez-vous que cette situation soit juste pour ceux qui ont été élevés à l'extérieur des provinces de Québec, de l'Ontario et du Nouveau-Brunswick?

J'estime que non seulement cette situation est juste, mais qu'elle est avantageuse. Les gens qui désirent avancer dans la Fonction publique doivent avoir une culture générale et la connaissance des langues n'est qu'un aspect de cette culture.

Dans un sens, les répercussions dépassent les frontières du pays. Il ne faut pas oublier que nous vivons dans un monde très instable. Les modes de transport modernes ont réduit les distances et les gens voyagent de plus en plus. Le concept d'un monde unilingue est très peu réaliste, sinon utopique. Le fait de posséder deux langues peut être un net avantage au Canada.

Certaines personnes croient que les fonctions de ce Ministère sont très diverses. Et pourtant, vous semblez croire qu'il y a un lien entre ces divers champs d'activité.

En effet, ce lien, c'est notre rôle de

mandataires. Ce rôle peut sembler de nature passive, mais comme vous le savez parfaitement, Darrell, c'est quelque chose de très dynamique qui se retrouve dans chaque secteur du Ministère. J'estime que nous avons une responsabilité homogène dans le Ministère. Je ne veux pas parler de ce genre d'homogénéité qui caractérisait plusieurs des petits ministères établis lorsque le gouvernement avait une tâche moins compliquée.

La Fonction publique se développe et tâche de faire face aux nouvelles responsabilités que le Parlement lui attribue; cependant, à toutes fins pratiques, le nombre de ministres qui forment le Cabinet, doit être restreint et, partant, le nombre de ministères. En conséquence, les ministères sont forcés d'élargir le champ de leur activité; il doivent donc viser au plus haut degré d'homogénéité qu'il est possible d'atteindre dans ces circonstances.

Il semble que notre Ministère ait atteint une telle homogénéité. Il existe une responsabilité commune aux fonctionnaires des diverses directions. De cette façon, il est relativement facile d'administrer ce Ministère.

Les diverses fonctions qui nous incombent, varient des problèmes sociaux qui relèvent du programme relatif aux Indiens, au progrès social, économique et politique des régions septentrionales, à la conservation de notre patrimoine naturel représenté par la Direction des parcs nationaux et le Service canadien de la faune, ainsi qu'à notre patrimoine culturel sous l'égide du Service des lieux historiques nationaux. L'établissement d'un ordre de priorité dans cette sphère d'activité est facilité du fait que chacun de nous admet que son rôle consiste à veiller aux intérêts du public et à la mise en valeur des ressources. Certaines mesures sont prises au profit de nos concitoyens actuels et quelquefois au profit des

futures générations; il reste que ce lien permet le dialogue, c'est-à-dire la communication absolument essentielle à l'acceptation de l'ordre de priorité à observer.

A cause des exigences quotidiennes, il est parfois difficile de s'arrêter et de réfléchir à nos actions et à leur pourquoi. Pourriez-vous nous brosser un tableau sommaire des réalisations importantes survenues dans nos différentes sphères d'activité?

Il n'y a pas à douter que l'expansion économique qui se dessine dans les régions septentrionales, est d'importance primordiale pour les habitants du Grand Nord, de même que pour les autres Canadiens et, de fait, pour le monde entier, en raison même des immenses richesses du Grand Nord.

A mon avis, l'une des grandes réalisations est l'affectation, par le peuple canadien, de ressources de beaucoup plus importantes que par le passé à la solution des problèmes de la population indienne.

Il faut aussi mentionner l'institution de la politique et du programme relatif à la faune et l'élaboration de la ligne de conduite concernant les parcs nationaux.

Ces documents établissent notre champ d'action actuel en ce domaine. Lors de leur déposition à la Chambre des communes, ils ont reçu l'appui du gouvernement et du Parlement d'alors. De fait, ces lignes de conduite sont les chartes futures de deux des principales tâches qui nous incombent.

Il est parfois difficile de faire accepter et mener à bien ces tâches, car elles ne sont pas envisagées dans la même perspective humaine qui caractérise les autres problèmes; il faut toutefois les envisager, en partie du moins, comme un rôle qui nous est dévolu en vue de veiller aux intérêts des générations futures; cette responsabilité n'est pas à négliger.

Pour continuer dans la même veine, pourriez-vous nous énumérer quelques-uns des problèmes épineux qui restent encore à résoudre?

Il importe d'améliorer nos communications avec les Indiens et, au nom de ces derniers, avec tous les autres Canadiens, de sorte que les nombreuses valeurs établies ne soient pas perdues à cause d'un manque de compréhension mutuelle.

En mettant l'accent sur l'éducation, le logement et le développement communautaire, le programme relatif aux Indiens vise à inciter ces derniers à se mêler davantage à la société canadienne, à relever leur niveau de vie et à les placer sur le même pied que les autres Canadiens, afin que chaque Indien puisse orienter sa vie de la façon dont il l'entend. Notre programme relatif aux Esquimaux est quelque peu différent, mais l'objectif est le même.

L'avenir des régions septentrionales comportera certaines difficultés d'ordre politique et constitutionnel qu'il faudra résoudre d'ici peu de temps. Nous travaillons actuellement à la rédaction d'un livre blanc au sujet de la forme de gouvernement qui conviendrait dans le Nord, notamment au Yukon.

En ce qui concerne l'expansion économique du Nord, les perspectives sont excellentes. Le projet Panarctic, dont la mise sur pied a été récemment annoncée, contient certains aspects particuliers du défi que nous réserve le Nord. Ce projet à caractère unique et qui est conjointement exécuté par le gouvernement et l'industrie, concerne la recherche du pétrole dans les îles de l'Arctique et a reçu un accueil favorable dans le public.

Il nous faut aussi résoudre les problèmes de transport qui constituent indéniablement le plus grand obstacle à surmonter dans la mise en oeuvre du projet. Nous envisageons certaines solutions que nous comptons mettre à profit.

Nous accentuons notre pouvoir d'analyse des facteurs économiques et nous estimons qu'il sera bientôt possible d'attribuer aux régions septentrionales l'expression favorite des économistes en matière d'expansion économique, c'est-à-dire "point de départ". Il est possible d'exploiter les richesses du Nord qui, sans aucun doute, serviront un jour à satisfaire les besoins du monde entier. Les ressources du Nord sont déjà appréciées sur le marché mondial, comme en font foi les produits des mines de Pine Point et d'Anvil, mais si nous attendons qu'ils soient en grande demande, il nous faudra mettre dix ans avant de pouvoir alimenter convenablement le marché et ces dix ans signifient une grave perte économique. Ainsi, il faut donc aller de l'avant, en investissant, ni trop ni trop peu, dans les genres d'entreprises qui sont de nature à favoriser le progrès.

Quant aux parcs nationaux, la grande difficulté, c'est qu'il faut agir vite. Notre pays est si vaste et sa population si faible, que nous avons mis le temps à nous rendre compte que nous pourrions un jour manquer de terrains à transformer en parcs. De fait, la population du Canada subit un accroissement rapide qui se manifeste surtout dans les villes. Nous devrions profiter de l'expérience de nos voisins du Sud qui affectent de très grandes sommes à la conservation de leur patrimoine naturel. Pour éviter une telle situation et tenir nos engagements envers les générations futures, nous devons faire vite. Il s'agit d'une tâche énorme et coûteuse qui incombe aux gouvernements tant fédéral que provinciaux et, peut-être aussi, aux autres paliers de gouvernement, mais il faut qu'elle soit accomplie dans les vingt prochaines années; c'est pourquoi il faut faire vite.

En ce qui regarde la faune, certaines espèces sont menacées d'ex-

inction. De nombreux terrains marécageux indispensables à la conservation des oiseaux aquatiques, qui constituent un apport précieux du double point de vue économique et esthétique, disparaissent au profit de l'agriculture, des routes, de l'expansion urbaine, de l'industrie et de la captation de l'énergie électrique. C'est pourquoi nous avons dû mettre sur pied un vaste programme d'acquisition du plus grand nombre possible de terrains marécageux. Les autres difficultés propres à la faune n'en sont pas moins importantes, mais je crois que l'exécution de recherches scientifiques est la plus grande contribution que nous pouvons apporter en ce domaine.

Le public semble faire bon accueil à notre programme de conservation de lieux historiques nationaux; cet intérêt marqué est peut-être l'une des conséquences du Centenaire de la Confédération ou peut-être est-ce simplement que les Canadiens prennent conscience qu'ils ont une histoire qui n'est pas sans valeur. Nous avons été saisis de très nombreuses instances à l'égard de la conservation de cet héritage. Accomplir le plus possible dans le plus bref délai possible est un défi qu'il faut relever, surtout en tenant compte des fonds et des ressources disponibles à des fins de recherches historiques et archéologiques.

L'un des inconvénients des pensionnats, c'est que les enfants indiens et esquimaux qui les fréquentent, sont séparés de leurs parents. Compte tenu de la population éparsée et peu nombreuse des régions septentrionales, croyez-vous qu'il existe une autre solution à ce problème?

Eh bien! nous avons tâché de remédier d'une certaine façon à la situation, en établissant, dans les régions habitées, des classes moins nombreuses pour le cours primaire. Évidemment, du point de vue de

l'enseignement, cette mesure est plus coûteuse et représente un mode d'éducation moins efficace, mais elle tient compte des facteurs humains qu'il importe d'envisager lorsqu'il s'agit de séparer un enfant de ses parents. Pour ce qui est du cours secondaire, les enfants doivent aller dans des pensionnats, car il est financièrement impossible d'offrir un enseignement plus poussé dans des écoles d'une seule classe. Il en est ainsi aussi bien dans le sud de l'Ontario que dans les régions du Nord. À ce stade, les inconvénients de la séparation sont moindres et sont compensés par les avantages que les jeunes retirent de leurs cours.

D'ailleurs, il doit être difficile d'obtenir des instituteurs consentant à vivre dans les petites localités du Nord?

Heureusement, il n'a pas été trop difficile d'engager des gens sérieux. Je dois avouer que j'ai même été surpris de constater combien d'enseignants désirent transmettre leurs connaissances aux habitants des régions septentrionales.

Est-ce que l'idée que vous aviez du rôle de la faune dans notre société moderne, a changé depuis que vous êtes, disons, plus directement associé au Service canadien de la faune? Eh bien! je viens d'un milieu rural. J'ai souvent passé mes vacances d'été dans des fermes et je me suis même occupé de travaux de ferme en Saskatchewan. De fait, les premiers contacts que j'ai eus avec la faune, remontent à mon enfance et se résument à la chasse aux canardeaux dans les étangs desséchés en bordure des champs de blé. Peut-être devrais-je rassurer le Service canadien de la faune en avouant que je comprends maintenant qu'il importe d'éviter une telle conduite.

Quant au rôle de la faune dans notre société, je pense que le grand problème est que certains Canadiens

prennent pour acquit la faune et les espaces vierges. La faune et tous les aspects secondaires qui s'y rattachent, n'ont rien de surprenant pour nous, car nous avons grandi avec eux et, aussi, parce que nous ne comprenons pas tout à fait la capacité que possède l'homme à détruire le milieu dans lequel il vit. J'ai beaucoup réfléchi à tous ces aspects depuis que je suis au service du Ministère et je vois maintenant les choses d'un oeil nouveau et les apprécie d'une tout autre façon.

On accuse parfois le Ministère d'avoir une attitude un peu trop paternaliste envers les Indiens en gardant ces derniers dans les réserves. Est-ce que ce reproche est fondé?

La question des réserves indiennes est l'aspect qui est probablement le moins compris dans ce qu'on appelle "le problème indien". Pour les Indiens qui habitent dans les réserves et, peut-être aussi, pour un grand nombre qui n'y demeurent plus, les réserves représentent un facteur psychologique important. Non seulement sont-elles le reliquat concret de leur passé, mais elles constituent aussi leur planche de salut, si je puis m'exprimer ainsi.

Nous ne sous-estimons pas du tout l'importance de ce facteur psychologique. En outre, la loi, les traditions et l'usage n'obligent en rien un Indien à demeurer dans une réserve. Nous comprenons et acceptons le désir d'un grand nombre de demeurer dans leur réserve. Je crois que la seule porte ouverte est la ligne de conduite que nous avons adoptée et que j'ai mentionnée un peu plus tôt, soit celle qui consiste à mettre l'accent sur l'éducation, le logement et d'autres mesures en vue de placer l'Indien sur le même pied que les autres Canadiens, de sorte qu'il puisse orienter sa vie de la façon dont il l'entend.

Dans le Globe and Mail du Vendredi, 9 février, Scott Young proposait de soustraire à la juridiction fédérale le lotissement urbain de Banff et d'annexer au parc une superficie équivalente afin d'assurer plus de commodités et plus de distractions aux vacanciers qui vivent sous la tente. Il a aussi demandé comment il se faisait que quatre années s'étaient écoulées sans qu'on adopte de mesure habilitante depuis qu'on a décidé de considérer les parcs comme des "régions agrestes".

Je suis d'avis, bien sûr, qu'une grande partie des commentaires de M. Young illustrent les problèmes qui surgissent lorsqu'il s'agit d'exposer la ligne de conduite qui concerne les parcs nationaux. La loi existe déjà. Je fais allusion, naturellement, à la Loi sur les parcs nationaux.

Le concept des régions agrestes exposé dans la déclaration sur les principes directeurs touchant les parcs nationaux, déposée en Chambre, n'est pas un concept nouveau. L'exposé est un peu plus précis que la Loi, qui établit des paramètres. Le concept des régions agrestes n'est qu'une question de zonage. Nos aménagistes de parcs ayant fait beaucoup de recherches, nous avons délimité les espaces qui méritaient le plus d'être conservés dans leur état naturel. L'homme ne pourra pénétrer dans ces aires qu'à pied ou en canot. D'autres aires seront des zones de transition où les gens pourront se servir des moyens de transport modernes, vivre sous la tente et loger dans d'autres genres d'abris tout en sentant qu'ils sont en contact avec la nature. Puis, il y aura des centres dotés de services publics pour les visiteurs, comme le lotissement urbain de Banff.

Je ne vois pas de nécessité particulière de centraliser les moyens de récréation dans le lotissement urbain de Banff, parce que le parc de Banff lui-même a une très vaste superficie

et que le lotissement urbain de Banff est loin d'en être le point central. De plus, quiconque visite le lotissement urbain de Banff n'a certainement pas l'impression qu'on a trop restreint l'aménagement d'installations de ce genre. En fait, beaucoup de gens sont d'avis qu'il y en a trop. Naturellement, il n'y a pas de restrictions à l'aménagement de moyens de récréations à l'extérieur du parc.

Le parc national est essentiellement et par définition un genre particulier de parc. C'est là que se trouve la réponse. Le parc national n'est pas censé fournir les moyens de récréation qu'on retrouve dans un milieu urbain ou semi-urbain. Il est inutile que chacune des institutions tentent de tout reproduire et il n'y a aucun doute que les parcs nationaux sont censés offrir à tous le genre de détente qu'on trouve au contact de la nature et dans les endroits calmes et reposants.

Comment protéger un parc national aussi fréquenté que celui de la Pointe-Pelée, où se précipitent chaque année un million de gens qui parcourent cette région qui a été réservée en vue de sauvegarder son caractère biologique unique?

Nous avons lancé notre nouveau programme d'interprétation en établissant à la pointe Pelée le premier pavillon d'interprétation. Le but du programme est d'enseigner au public à jouir du parc tel quel, au lieu d'essayer d'y exercer d'autres activités. C'est là une des façons d'aborder le problème de l'usage. Dans un parc aussi petit que celui de la Pointe-Pelée, qu'on conserve à cause de son intérêt d'ordre biologique, il faudra à plusieurs endroits faire des efforts particuliers en vue d'engager les visiteurs à ne pas s'aventurer hors des pistes d'observation de la nature. Autrement, le million de visiteurs par année pourrait réduire le parc à néant.

A l'avenir, quelle sera l'importance de l'interprétation dans les parcs nationaux?

L'interprétation est sans aucun doute le principe vital du parc national. Sans elle, il arrive que les parcs ne soient pour certains que de vastes régions géographiques, ou des domaines où ils peuvent s'amuser comme il leur plaît. L'interprétation fait ressortir le centre d'intérêt des parcs, leur signification et les raisons vitales qui nous poussent à les conserver. L'interprétation apprend au visiteur pourquoi on conserve ces lieux et ces phénomènes naturels particuliers de notre pays.

L'Office de tourisme du gouvernement du Canada déploie une grande publicité sur les parcs nationaux en vue d'attirer les touristes et leur argent au Canada. Il semble que cette publicité entre en conflit, au moins en partie, avec l'idée que seules certaines activités récréatives sont compatibles avec la ligne de conduite au sujet des parcs. Par exemple, le ski dans les parcs de montagne peut évoquer des idées bien différentes chez l'actionnaire qui participe à l'aménagement d'une région, et chez ceux qui s'intéressent aux parcs en tant que régions naturelles.

Il y a eu des reliquats d'une période passée dans la publicité de l'Office de tourisme, mais le directeur et moi-même avons eu de longs entretiens amicaux à ce sujet. A l'Office de tourisme, on comprend bien notre ligne de conduite maintenant et l'aspect fondamental que nous leur avons exposé, c'est que le Canada offre beaucoup d'autres attraits que les parcs nationaux. Nous nous rendons bien compte de l'importance pour le Canada de la réputation internationale des parcs nationaux, mais nous voulons étaler un peu l'affluence de visiteurs. Le directeur de l'Office de tourisme comprend notre point de vue et l'Office admet volontiers

que, dans l'intérêt de l'industrie du tourisme, les nombreux touristes, soient mieux répartis dans tout le pays.

En ce qui a trait au ski, nous avons reconnu que c'est un usage aussi légitime d'un parc national que les excursions. En un sens, le mobile du promoteur de l'aménagement de pistes de ski est hors de cause. En investissant dans une telle entreprise, il fournit au public des commodités qui ne devraient pas être payées à même les deniers publics. Il est donc tout à fait légitime qu'une entreprise privée fournisse des installations conformes à l'usage légitime du parc. Le ski a de plus l'avantage d'aider à équilibrer la nature saisonnière des entreprises qui assurent les services aux touristes et, dans la mesure où nous pouvons favoriser le ski, nous pourrions assurer des services plus économiques pour tous les visiteurs. Nous croyons que ce dernier aspect devrait constituer un de nos principaux intérêts.

En quoi consiste, d'après vous, l'évolution dans les parcs nationaux en ce qui a trait aux terrains loués à des particuliers?

Nous prévoyons qu'il faudra continuer d'accorder des baux en tant que moyens de permettre à des entreprises commerciales d'assurer les services aux visiteurs; les baux permettent aussi aux gens qui assurent ces services, de demeurer dans les parcs. Il est toutefois essentiel que les terrains loués reviennent périodiquement à la Couronne afin que nous ayons une certaine liberté d'action pour répondre aux besoins toujours changeants.

Quelle est la ligne de conduite concernant les particuliers qui occupent à bail des emplacements de chalets? Selon notre ligne de conduite, les parcs sont censés servir à tous les Canadiens. Il faudra un jour que les chalets disparaissent.

En Saskatchewan, beaucoup de gens ont demandé des permis de chasse à l'antilope. Afin d'éviter une trop forte réduction des troupeaux d'antilopes, on réglemente le nombre de chasseurs en tirant au sort un nombre limité de permis. Croyez-vous que l'affluence dans les parcs nationaux devienne jamais assez forte qu'il faille restreindre le nombre des visiteurs, d'une façon ou d'une autre, afin que les parcs ne se détériorent pas?

Je suis persuadé qu'il faudra bien en venir là un jour, à moins qu'une catastrophe comme la peste décime une partie de la population mondiale. L'état actuel des tendances démographiques porte à croire que la population du Canada augmentera de beaucoup, comme celle de tous les autres pays. Même si nous réalisons nos projets les plus ambitieux de création de nouveaux parcs, il y aura tout de même une limite à l'espace que nous pouvons leur réserver. Il y aura un nombre de plus en plus imposant de gens qui voudront jouir de plus en plus d'espace. Les générations futures d'administrateurs devront donc faire face à des problèmes ardu de restriction de l'usage. Autrement, les parcs eux-mêmes n'auront pas leur raison d'être.

Vous avez dit que le nombre de parcs nationaux serait limité et qu'une trop grande affluence de visiteurs pourrait détruire les valeurs que les parcs sont censés protéger. A ce même sujet, croyez-vous que les administrateurs de parc devraient élargir leurs intérêts et étudier les raisons qui motivent la demande? Devraient-ils étudier, par exemple, les causes de l'exode des citadins vers la campagne en fin de semaine et lors des vacances? Comment se fait-il que les habitants des villes veulent en sortir lorsqu'ils le peuvent? Est-ce la tension, la monotonie, l'amour de la solitude ou le désir de trouver un peu de verdure?

L'ambiance de l'Expo 67, les sculptures, nappes d'eau, bâtiments, coins de verdure, fontaines, endroits où l'on peut s'asseoir et regarder ce qui ce passe, tout cela était si agréable que beaucoup de gens préféraient simplement s'y attarder sans visiter les pavillons. Somme toute, pour protéger les parcs à longue échéance, croyez-vous que les aménagistes de parcs devraient s'intéresser, d'une façon ou d'une autre, à modifier le milieu urbain et à l'améliorer?

Je ne sais pas s'ils devraient s'occuper d'urbanisme, mais je peux affirmer que nous envisageons ce problème de deux façons. Nous poursuivons, à l'heure actuelle, une vaste étude des loisirs. Nous avons commencé par une étude préliminaire et nous nous sommes déjà attaqués à certains de ses aspects. Ce programme a été conçu en vue de prévoir certains besoins futurs dans le domaine des loisirs et découle de certaines idées auxquelles vous avez fait allusion.

Il nous faut prévoir nos futurs besoins de ressources afin de répondre aux besoins éventuels des visiteurs. Toutefois, ces besoins différeront selon la nature encore inconnue des milieux urbains de l'avenir et selon d'autres éléments connexes. Nous soupçonnons maintenant que la prétendue demande d'installations récréatives est tout simplement proportionnée aux installations disponibles. Si tel est le cas, on peut réduire la demande en fournissant d'autres éléments ailleurs. C'est pourquoi nous avons souvent répété que les parcs nationaux ne constituent qu'une partie de l'ensemble.

On compte, au nombre des besoins les plus pressants, la nécessité de parcs destinés aux loisirs près des grandes villes. Je suis d'accord que la nature des villes de l'avenir influera profondément sur la fréquentation d'un nombre limité de parcs nationaux, mais même si nos parcs nationaux sont très fréquentés, nous

ne serons pas pour autant dégagés de l'obligation de conserver les trésors que sont nos parcs nationaux.

Les événements de l'année du Centenaire ont-ils ranimé l'intérêt des Canadiens envers l'histoire de leur pays? Pensez-vous que certaines des techniques passionnantes en usage dans les musées et appliquées à l'interprétation de la nature joueront un rôle un jour dans l'enseignement de l'histoire? Je présume, naturellement, que l'attitude nonchalante des Canadiens à l'égard de leur histoire résulte de la façon dont on leur enseigne cette matière.

A mon avis, nous en étions conscients même un peu avant la publicité qui a précédé l'année du Centenaire. Ce n'est peut-être qu'un autre signe précurseur de la maturité vers laquelle s'achemine le Canada. Il n'y a pas si longtemps, nous ne nous occupions guère que des travaux usuels d'entretien dans certains lieux historiques. Les gens qui travaillent maintenant dans ce domaine, sont enthousiasmés par les possibilités de l'interprétation. Nous sommes devenus conscients qu'il ne suffit pas uniquement d'avoir des parcs nationaux. Nous en retirons beaucoup plus si nous pouvons les interpréter et nous insistons beaucoup sur cet aspect.

Nous procédons de la même façon dans le cas des lieux historiques nationaux. Des travaux de restauration aussi intéressants que ceux qui sont en cours à Louisbourg, où les résultats des recherches archéologiques et historiques se marient aux méthodes techniques modernes afin de remettre en état des bâtiments construits il y a bien longtemps, nous permettent de parler des possibilités de retourner en arrière et de faire revivre une autre époque pour les Canadiens. Je pense que nous trouvons là un défi propre à passionner les plus grands esprits.

D'après ce que vous avez observé, quelles sont les caractéristiques qui

permettent de distinguer les administrateurs et directeurs de programme remarquables de ceux qui remplissent leurs fonctions de façon ordinaire?

Voilà une bonne question. Comme vous le savez sans doute, dans le Ministère, la façon de diriger les affaires publiques est en pleine transformation. Nous croyons que le Ministère est l'un des plus prompts à mettre au point des méthodes d'examen personnel critique, ainsi que des innovations et des améliorations. Nous sommes d'avis que nous devrions être aussi efficaces, sinon plus, que l'entreprise privée, même compte tenu des restrictions inhérentes au secteur public. La mesure du rendement est au coeur de cette transformation.

Je crois que l'imagination, le goût du nouveau, la bonne volonté et la capacité d'accepter les responsabilités sont tous des éléments qui distinguent l'administrateur hors pair de celui qui travaille de façon routinière. Par responsabilité, je n'entends pas l'absence de restrictions, la liberté de faire tout ce qui peut nous plaire, ou le fait de jouir d'un fief indépendant qui nous a été remis à la suite de quelque bonne grâce ou chance extraordinaire. Il s'agit plutôt de la responsabilité entière avec tous les éléments qui la composent. Autrement dit, chacun échange la nécessité de toujours dire "Vous permettez" contre la nécessité d'expliquer la raison pour laquelle il a agi d'une façon ou d'une autre.

Nous tentons de perfectionner nos méthodes d'appréciation dans tout le Ministère, de les rendre efficaces afin qu'elles soient justes envers tous les employés du Ministère. Nous voulons surtout remarquer les qualités qui se manifestent chez les gens, observer leur rendement et relier ces éléments à l'avancement. Nous avons toujours eu l'impression que les gens très doués sont ordinairement trop heureux d'avoir l'occasion de faire valoir leurs aptitudes.

Que conseillerez-vous à un commis ou à une dactylo qui veut avancer? Essayer de remplir ses fonctions mieux que personne ne l'a fait jusqu'à et se perfectionner; acquérir de la compétence. Si l'on veut de l'aide, on peut en trouver facilement, puisque nos dossiers de formation comptent au nombre des meilleurs de la Fonction publique. En fait, nous attirons beaucoup de gens des autres ministères du gouvernement et d'ailleurs, à cause de cette réputation. Notre programme de formation de stagiaires administratifs est connu dans toute la Fonction publique. Je crois que nous n'avons jamais hésité à reconnaître l'habileté et le désir d'assumer d'autres responsabilités; mais le meilleur moyen d'avancer, c'est de parfaire ses connaissances. Pensez aux cours du soir, aux congés d'étude et nous coopérerons de notre mieux à cet égard.

J'ai lu un article au sujet d'un administrateur senior britannique, j'oublie son nom, qui était d'avis que la seule façon de garder son travail à jour, était de tout finir le travail qu'il avait sur son bureau, avant de partir à la fin de la journée. Il semblait croire que le lendemain apporterait sa pleine mesure de problèmes. Quelles sont vos opinions au sujet de cette philosophie du travail?

Il serait bien difficile de se conformer à la règle de conduite de la personne dont vous parlez. Tout absolu comporte des inconvénients et celui-là ne fait pas exception à la règle. Le général Eisenhower avait supposément demandé que tous les problèmes soient réduits à une note de service d'une page avant qu'il accepte d'y jeter un coup d'oeil. C'était aussi aller à l'extrême et je crois que c'est le *London Economist* qui fit le commentaire suivant: "Après deux ans au pouvoir, le président Eisenhower com-

mence à se rendre compte qu'il existe certains problèmes qu'il est impossible de condenser dans une note de service d'une page."

Dans certains bureaux et dans certains postes, le rythme de travail est régulier, et si l'on restait au bureau jusqu'à ce qu'on ait terminé, on n'irait jamais chez soi. Les habitudes de travail varient selon chacun et selon l'importance du poste. Plus l'information est exacte et au point, plus il est facile de prendre des décisions. Il faut pouvoir se fier aux subalternes. Il faut donc choisir des gens compétents.

Lorsqu'on prend des décisions, il s'agit d'accomplir des tâches nécessaires. Des objectifs fort louables sont souvent manqués parce qu'on n'a pas pris la bonne décision. La crainte de commettre des erreurs entraîne souvent une certaine paralysie dans l'administration.

Personne ne peut émettre de principe absolu à ce sujet, mais en plus des qualités que j'ai déjà mentionnées, le bon administrateur doit aussi pouvoir comprendre ses subalternes, mettre rapidement le doigt sur les faiblesses logiques des arguments présentés et, avant tout, en arriver à une décision en peu de temps.

Qu'auriez-vous à conseiller à celui qui recherche un juste équilibre entre la somme de responsabilités qu'il peut assumer et les avantages qu'il peut en retirer, d'une part, et les satisfactions de la vie de famille, d'autre part. Puisqu'il faut sacrifier ou la famille ou le travail, comment peut-il percevoir ce qui est à son avantage et à l'avantage de sa famille?

Il est presque impossible de porter des jugements de valeur pour autrui. Je crois, pour ma part, que j'agis d'après une loi de compensation un peu simpliste en vue de réaliser un

juste équilibre. Selon moi, il est possible, en observant une certaine philosophie de la vie, de conserver la vie de famille et d'autres valeurs immatérielles qui sont importantes dans la vie: c'est ce que j'essaie de faire. Je crois néanmoins avoir relevé la plupart des défis que j'ai rencontrés au cours de ma carrière.

Je ne dois pas oublier que j'ai toujours craint de me trouver dans une situation singulière où je serais tellement engagé dans un certain champ d'activité que j'en perdrais tout intérêt pour autre chose. Le monde est beaucoup trop vaste pour qu'on puisse se permettre d'être aussi limité. Autrement dit, je crois qu'il est très salubre d'avoir d'autres intérêts que la carrière et la famille. La famille n'est pas l'unique valeur; il en existe d'autres. Je ne crois pas qu'il faille nécessairement sacrifier la famille, bien qu'il se produise sans aucun doute des tensions à un moment ou l'autre.

Les tensions inhérentes à la carrière s'expriment par une fatigue mentale et par l'épuisement émotif qui rendent parfois difficile la tâche de répondre aux besoins émotifs des autres membres de la famille; avec un peu d'attention on peut toujours remédier à cette situation. Je crois qu'en dernière analyse, la difficulté consiste à observer un juste équilibre dans la recherche du succès dans sa carrière, quelle qu'elle soit, malgré ce qu'il peut en coûter au point de vue santé, temps et relations familiales.

C'est là une décision personnelle et j'aurais pu me poser plusieurs fois cette question à propos d'équilibre. Je pense que c'est plutôt le hasard qui a décidé de ma carrière. Je ne saurais dire que j'ai consciemment tendu vers un but; j'aurais pu accepter en philosophe différentes sphères d'activité à divers niveaux.

FAREWELL CEREMONY - E.A. COTÉ
DEPUTY MINISTER - SKYLINE HOTEL
FEB., 1968





Quebec-where the buffalo roam

by Jake Ootes

Semi-domesticated buffalo herds on a privately-owned farm, like horses and cattle? Crowfoot, Big Bear and their Indians of 80 or more years ago would have grunted to scorn such a suggestion. Buffalo, or bison, were wild game and always would be.

But the impossible happened last fall when a herd of 25 Plains Buffalo

arrived from Elk Island National Park in Alberta to roam at Clearbrook Game Farm near Ormstown, Quebec, 35 miles south of Montreal.

"As far as we know, this is the first buffalo ranch in Canada. The idea of conserving them for future generations is a very exciting prospect," stated

Arthur Ball, president of the Clearbrook Game Club. The club, mainly interested in pheasants and game herds, rents the land from owner and member Joseph Azaria.

The club paid over \$10,000 for this herd. When asked if a market existed for buffalo meat, Mr. Ball said there

is a great demand. "But that is not our primary concern. We are interested in furthering what the Federal Government has already set up. Our main purpose is conservation. At the moment we are interested only in breeding buffalo."

Mr. Ball explained that eventually they would produce buffalo meat commercially. There is a ready market. In January 1962, the Department of Northern Affairs and National Resources placed a limited quantity of sweetgrass buffalo meat on sale in stores across the nation. When the news broke, 250,000 lbs. of meat sold within four days.

But the table needs and returns and profits in the investment are unimportant now. Membership dues in

the game club provide sufficient revenue for maintenance of the reserve and the club hopes to acquire a herd of Woods Buffalo later, so that all types of this interesting remnant will be represented. Even at this early stage the club has plans to allow tourists and the general public to visit the farm when it is convenient to the operation. Hunting the buffalo is of course prohibited.

Mr. Azaria, the owner of the farm, also owns several newspapers in Quebec. He conceived the idea of establishing a game farm after seeing John Wayne's elaborate and extensive preserve in Africa. He visited Wayne's place several times. He loves wildlife, and his dream is to create a Canadian reserve for all

types of animals. Already farm deer, pheasants and geese roam through Clearbrook, and the ambitious owner is now seeking assistance from other Canadians to supply him with artifacts—pictures, paintings, books and drawings relative to his objective.

In tribute to the buffalo, he hopes to collect enough material to furnish a mobile museum, which will tour Canada, telling the buffalo story to all who will listen.

The buffalo project was born in 1965, when members of the game club investigated the possibility of obtaining a buffalo herd from the United States. Several buffalo were for sale, but in poor shape and scattered in different areas. Disappointed, the club revived its interest upon learn-



HOME ON THE RANGE IN QUEBEC

The first of the transplanted herd peeks out at his new owner, and Azaria returns the interested gaze.

ing that the Canadian National Parks Service was willing to sell 25 animals for commercial purposes. As a result 22 cows and three bulls, at \$410 a head, now browse at Clearbrook on ten acres of winter pasture land, each consuming a bale of hay a day.

Herbert Kugler, manager of Clearbrook, is in charge of the herd. He provides for their physical care and will attend to breeding. Shortly before the transfer of the herd from Elk Island National Park, he spent several days there, observing and gaining information. His experience with beef cattle is extensive.

Kugler watched over the herd during the 78-hour journey from Elk Island National Park to Clearbrook. He lost eight pounds on the trip, while his charges lost an average of 100 pounds. The buffalo weigh from 1,200 to 1,800 pounds. Sixteen of the cows are in calf, and Kugler is apprehensive that the long trip may cause the loss of some calves.

"I won't have much trouble looking after them, once they are settled," he declared. "Our fences are very good. We eliminated all the square corners. By watching the TV pro-



Game farm owner Joe Azaria, right, and club president, Art Ball, wait anxiously for the arrival of their buffalo herd as newsmen prepare to record the Canadian "first."

gram, Telescope, WHERE THE BUFFALO ROAMS, we learned that buffalo are inclined to charge square corners. Our herd is in natural surroundings with good feed and running water.

"We'll have to use trucks or bombadiers to keep them under control," he went on. "Horses won't do. You

never know what the brutes will do next. They'll require constant care. A fellow almost needs eyes in the back of his head when shepherding buffalo."

He said he expects to have a much larger herd in about seven or eight years, and predicts that in 20 years buffalo ranching will be big business.

Doctor John Whitehead, veterinarian to Family Herald readers, will ensure that the buffalo remain healthy. His first job was to check every animal individually.

Back in 1885 the buffalo had all but disappeared from the western plains. Then a Montana rancher, Michel Pablo of Missoula, developed a small herd and ultimately sold it to the Canadian government at \$250 per animal. In 1907 the first shipment of buffalo, 410 in number, reached Elk Island National Park. From this small beginning the herds multiplied to approximately 13,000 today at Elk Island National Park and Wood Buffalo National Park.

Now eastern Canada has established its own buffalo ranch, and in the east and west of our nation the majestic buffalo continues to exist. No longer is its destiny a parallel to that of the once prevalent dodo bird.



"I'm more interested in preserving buffalo and the fascinating lore of the bison than I am in slaughtering them for commercial meat," says owner Joe Azaria, seated in the comfortable lounge of Clearbrook Game Farm at Ormstown, Quebec.



INDIAN ARTIST

Gerald **TAILFEATHERS**, 42-year-old Blood Indian from Southern Alberta is acquiring national and international recognition as an accomplished artist. He is one of the few Indians who has contributed to two cultures.

He is a man of great feeling for his people, his alert eyes drinks in the essence of his people and this is reflected on canvas in glowing tones of soft pastels.

His interest in art developed early in life and as a promising teenager he was given free lessons at Glacier

Fine Arts and the Provincial School of Technology and Art in Calgary.

Tailfeathers' subject matter ranges from scenes of modern ranch life on the Reserve to vivid paintings which recall great moments in the history of his people, the Blood Indian Band. He works in a variety of media-in pen and ink, water colour, tempora and oils.

He once described himself, not as an artist, but as an illustrator of his people's history.

Before concentrating on his gift as an artist, Mr. Tailfeathers worked in Park, Montana, by the American artist Winold Reiss. Later he was awarded scholarships to the Banff School of

non-Indian communities for a period of 18 years. But the call of the reserve was strong and so he returned. Since his return, he has produced many fine works of art and has been referred to as the Indian Charlie Russell. He was one of the 8 artists commissioned to paint an exterior mural at the Indians of Canada Pavilion, at Expo last summer.

Two showings at art galleries recently finds him very much in demand by connoisseurs of Indian art. He has another showing scheduled for Oakland, California in the spring.

His contribution to both cultures stems from the fact that by being such a fine artist, he is showing to the non-Indian a facet of life and culture in such an illustrative way that it is unlikely the beholder will easily forget what he has seen.

Allons voir la forteresse de Louisbourg

par
Gérald Boutet



Si vous vous proposez de visiter les provinces maritimes, l'été prochain, ne manquez pas d'aller admirer les réalisations accomplies à la forteresse de Louisbourg, au Cap-Breton. C'est le plus grand et le plus important chantier de restauration historique en Amérique du Nord. Les travaux s'effectuent sur une étendue de 20 milles carrés de manière à englober l'ancienne ville française d'une superficie de 53 acres, les endroits où les débarquements et les batailles eurent lieu ainsi que les ouvrages exécutés au cours des années de 1745 et de 1758.

Le château Saint-Louis, à lui seul, est un monument merveilleux. Presque aussi long que l'édifice du Parlement à Ottawa, ce château avec ses nombreuses cheminées et sa tour coiffée d'une fleur de lys de 200 livres domine le vaste terrain qui fut, au XVIII^e siècle, la plus spectaculaire place-forte du Nouveau Monde.

Il est étonnant de constater les progrès accomplis depuis sept ans par les experts du ministère des Affaires indiennes et du Nord canadien.

Le château, complètement restauré à l'extérieur, est rattaché à un bastion massif dont les murs s'élèvent à plus de 25 pieds et sont ornés de petites guérites en pierres taillées. C'est dans ce château que vécurent cinq

gouverneurs français en l'espace de moins de 20 ans.

Les ouvrages de fortification, comme le demi-bastion du Dauphin et de la Princesse, les courtines qui relient ces bastions à ceux du Roi, les murailles, les installations du port sont des vestiges qu'il fait voir.

Vous pourrez circuler aussi au milieu de ruines consolidées de maisons, d'édifices, comme le magasin militaire et la boulangerie du roi. Marcher au milieu de ces ruines captive les plus sceptiques lorsque l'on songe que la forteresse, dans son ensemble, fut réalisée à une période de l'histoire où les techniques de construction étaient fort rudimentaires comparées à celles utilisées aujourd'hui.

Les experts, les historiens, les archéologues, les ingénieurs, etc., déclarent unanimement que la forteresse de Louisbourg qui dormait sous la mousse depuis plus de 200 ans, mérite de revivre et d'être un enseignement "afin de montrer aux générations nouvelles quel témoin d'architecture et d'art avait traversé les mers pour transmettre au Nouveau Monde son message de civilisation".

L'équipe qui travaille à la restauration, sur les bords de la Nouvelle-Écosse, à quelque 25 milles de Sydney, est épris du désir de

terminer une oeuvre grandiose qui fait la gloire de tout Canadien.

C'est ainsi que j'ai vu le surintendant du parc national de Louisbourg, M. John Lunn, porter fièrement à son cou une miniature de la fleur de lys qui domine la tour du château Saint-Louis.

C'est avec un esprit de belle courtoisie que l'équipe des guides dirige les visiteurs à travers les ouvrages en construction.

C'est avec une satisfaction légitime que les archéologues remuent le sol pour en dégager des pierres et des objets qui ont connu les heures meurtrières de deux sièges.

C'est avec fierté que les ouvriers taillent dans la pierre ou le bois les parties de ce complexe dont les plans et devis ont été trouvés dans les archives de Paris, de Londres ou d'Ottawa.

Les préposés à la sélection des milliers de petits fragments d'objets travaillent dans un esprit de contentement en cataloguant les objets, (les artifacts).

L'équipe à Louisbourg comprend plus de 250 employés dont plus de 140 sont employés à l'année longue.





Northern cookbook has everything from elkburgers to baked skunk

by Diane Armstrong

This drunken beaver is a character from a textbook. He's about to be-



come an ingredient in a recipe from *Northern Cookbook*, a textbook produced by the Education Division of Northern Administration Branch and placed free in northern schools for the use of Home Economics students.

It's also been distributed to southern bookstores and is selling well; an awkward situation for the Canadian Government Printing Bureau. One of their officers says he's 'afraid we'll

be sold out of the bloody thing before we even get the promotion finished.'

The editor, Eleanor Ellis—Home Economics Supervisor with the Education Division—never planned a best-seller. She sees the book first and foremost as a text, designed to be interesting enough to capture the attention of home economics kids in the grades #7 to 12. And it's for northern kids—whether they are from settlement families or from hunting camps.

Because she's speaking to northerners the book gives a pretty good picture, without intending to, of what life in the north is really like.



There are instructions on how to hunt and skin as well as cook the meat course. And along with the usual store-bought sources of vitamin C she tells you how to prepare home-grown items such as willow greens, fireweed shoots and jack pine scrapings. Then, failing these sources, she advises that ascorbic acid tablets may be obtained from the local drug store, nursing station or lay dispenser.

For those who like to read cookbooks — cookbooks of any kind are selling well lately, according to commercial publishers and I can't believe that housewives really serve all those recipes — anyway, for cookbook readers this book is pretty swash-buckling fare.



There are recipes southern cooks would find familiar; there's also a section on gourmet northern foods. And for the benefit of those far from

the source of muskrat, beaver, caribou and other northern game she has lists of substitute meats. Since the recipes are basically good, it's possible that something like "Sweet Pickled Beaver" or "Barbecued Pork" might taste as good using pork. Incidentally, though there are recipes for lynx there are none for its substitute meat, veal. This is a northern cookbook and northern foods come first.



Mrs. Ellis guarantees that all recipes have been either "tasted or tested." She declines to name her favorite. But here's mine (reading between the lines you get a picture of a dauntless housewife who can make the best of anything.)

Bear Fat Pastry

1½ cups flour
½ tsp. salt
⅓ cup Bear fat

(From a little black bear that berries.) Makes rich white pastry.

Mrs. Ellis has been with the education division for three and a half years, and for three years working on the book, in addition to her regular duties. On her field trips north she collected recipes, and northerners' ideas on what should be included. Then she chose Simpkins, the creator

of Jasper the Bear to do the illustrations. He's followed the text with loving care.

And then there's the dirty, sloppy prospector who wanders in and out of various recipes. Finally he gets cleaned up, when at 'Baked Potatoes' he gets in the tub along with the vegetables for a good scrub. After all, this is a textbook and the instructions did say to scrub well. One

book reviewer, obviously a hunter who got hung up on the game regulation chapters and instructions on how to get to the territories to bag some of the ingredients paused briefly to note that 'Northern Cookbook will be found useful by those who claim they cannot boil water: the book graphically illustrates the difference between water that is boiling and water that is merely simmering'.

It's available in bookstores or from the Queen's Printer, Ottawa.

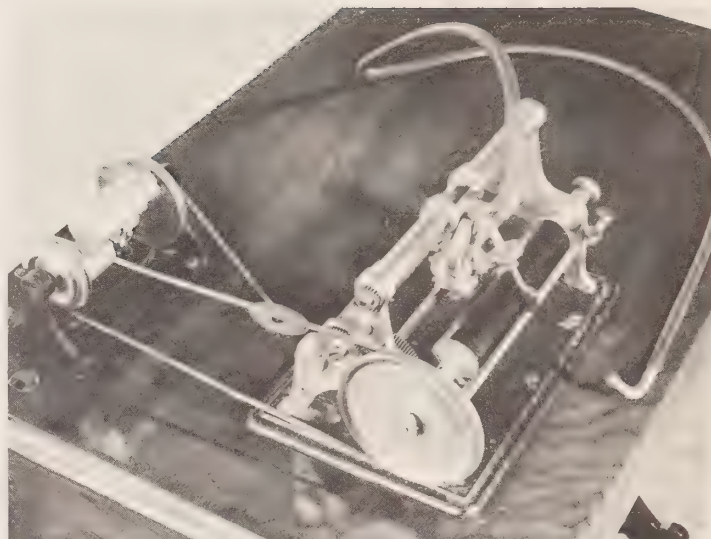
\$2.75 for paperback

\$4.50 for hardcover

Diane Armstrong is editor of North magazine of the Department of Indian Affairs and Northern Development.



Experimental Wax Recording Cylinders. Three early records, dated 1884. The left and center cylinders are partly recorded and show very fine recording grooves, 160 lines to the inch. This was later changed to a heavier groove spaced 40 lines to the inch. At right is a blank cylinder.



The controls of the Graphophone system. At the extreme left is a governor to maintain a steady rate of power to the cylinder drive unit, shown at center. The playback stylus can be seen in position over the record. By swinging this stylus up, the operator could then replace it with the recording stylus, shown almost directly behind it. At the extreme right is the earpiece through which sound was carried to the listener.

Alexander Graham Bell also recording pioneer

photo-story by Richard Davis



The Graphophone — 1886. Adopted to a sewing machine of it's day, the recording and playback mechanism can be seen mounted on top of stand. Record storage is available in side drawers.

Most of us know that Alexander Graham Bell is the inventor of one of mankind's most useful devices, the telephone. But do you, as you place a favorite recording on a modern Hi-Fi or Stereo set, realize it was also his inventive genius that made possible today's multi-million dollar recording industry? It was Bell and his associates, Sumner Tainter and Chichester Bell, that developed and produced, in 1884, the first commercially successful recording medium.

One of the many fields explored by Bell was that of sound recording. In 1877, Thomas Edison had produced his Phonograph and though a marvel of it's time, it was considered by Edison and the public at large as not much more than an amusing toy, and had been all but forgotten. Edison's lack of success resulted largely from his use of metal foil cylinders, cut with blunt stylus that formed an up and down hill and dale groove pattern. The resulting sound reproduction was very metallic, jerky and insensitive, and by no means permanent.

In 1881, Bell and his associates became interested in finding some

means of improving the device. From their efforts evolved a cylinder coated with a hard layer of bees' wax, paraffin and carbon. Instead of using a blunt cutting stylus as had Edison, their's was sharp and flexible, cutting a sharp, clean, laterally undulating groove, rather than Edison's up and down method. With this cylinder they were able to record sound that reproduced clearly and smoothly, instead of in jerks.

This 1884 ancestor of today's Hi-Fi set, turned out to be a machine that looked very much like a sewing machine, which basically it was. Lacking a speaker, the recorded sounds came to the listener through a rubber tube to which was attached a small ear piece for inserting in the ear. Powered by a foot pedal, the driving mechanism controlled by a speed governor, the operator was able to record and play back with this one machine. However, as the blank and recorded cylinders were hard to store and damaged quite easily, further experimentation followed. The result, almost equally as important, so far as the future industry was concerned, was the trio's innovation, the flat

disc. This enabled a copy to be "stamped" or "pressed" and made the mass production of recordings possible.

On exhibit at the Alexander Graham Bell Museum at Baddeck, Nova Scotia are actual samples of the Graphophone, recorded cylinders and one of the earliest experimental discs, that incidentally bears a remarkable resemblance to a modern 45 rpm record. An interesting side note developed a few years ago when a number of these experimental cylinders, with the assistance of the National Research Council, were transferred to modern transcription discs. The results closely resemble the efforts of a new owner of a modern tape recorder, running the gamut of short selections of Gaelic poetry, dictation and whistling, to the crowing of a rooster. It has been disappointing however, not to be able to ascertain with certainty, the reproduction of Bell's voice.

The sale of the Graphophone and record patents to Edison brought Bell as his share, two hundred thousand dollars. This he promptly used to establish the Volta Bureau in

Washington, D.C. Its purpose, as he expressed it, would be "the increase and diffusion of knowledge concerning the deaf", for no matter how engaged Bell became in scientific exploration, he still retained an intense interest in the welfare of deaf children. Perhaps this was influenced by the fact that his mother became deaf while a comparatively young woman and his wife's hearing was lost following a bout of scarlet fever as a young girl. Thus, throughout his lifetime, he continually worked for improved teaching methods and facilities in the education of the deaf.

Bell's work over the years, carried him into many additional fields, including aeronautics, heredity and genetics, hydrofoil experimentation and rocket propulsion, as well as to contributing to numerous scientific discoveries which have added much to the knowledge and improved living conditions of his fellow man. Yet even following this varied career, not long before his death, when asked his profession, Bell answered. "I am a teacher of the deaf". Alexander Graham Bell was indeed in the real sense of the word, a "Humanitarian".



Kue, Mlle Vollant

Il existe de beaux sourires dans chaque service du ministère. Mais il y en a un, tout à fait particulier, au Service d'éducation, de la Direction des Affaires indiennes. C'est un sourire montagnais, venant de Schefferville.

Mlle Jeannette Vollant, jeune employée à la Formation et à l'orientation professionnelles est l'ainée d'une famille de neuf enfants. Après des

études primaires au pensionnat de Schefferville, dirigé par les RR. SS. Notre-Dame-Auxiliatrice, elle compléta son cours secondaire à l'Institut Saint-Joseph-de-Saint-Vallier, à Québec.

Dans un sourire, coiffé d'un regard intelligent, Mlle Vollant déclare qu'elle aime beaucoup les voyages. Ses loisirs préférés sont la lecture, le patinage et les travaux de maison. Étant l'ainée, elle a appris de sa mère l'amour du travail à la maison. "J'adore faire la cuisine", dit-elle.

Mlle Vollant sait la dactylographie et la sténographie. Elle suit actuellement des cours d'anglais afin de se perfectionner dans cette langue. Elle désire devenir téléphoniste et pour ce faire "il me faut être bilingue".

Elle passe ses plus agréables moments chez elle, à Schefferville,

au milieu de ses parents, de ses frères et de ses soeurs. Elle aime par 1-1 dessus tout, les belles soirées de danses, de chants et de récits indiens, organisées à l'occasion des retours de la chasse ou de la pêche.

Les personnes qu'elle aime le moins sont celles qui font de la discrimination et elle estime celles qui croient en quelque chose.

"Lorsque j'aurai accompli quelques-uns de mes rêves, rien ne me plaira plus que de retourner dans la réserve pour vivre paisiblement dans le grand décor où le soleil fait dorer les chansons et les rêves."

Après avoir causé avec Mlle Vollant, nous ne pouvons pas lui dire 'Amé' (bonsoir, en langue montagnaise) mais 'kué' (bonjour). Nous lui disons donc 'Tshéneshkomméten' (merci).

Arctic Co-operatives-dependent on information and communication

by
Ernie Boyle

As the CD Howe breaks its way north each year and prepares to drop anchor for a few hours the first visible sign of a settlement is likely to be an ever-enlarging building with a proud CO-OP sign.

The first co-operative appeared seven years ago at Port Burwell. The next year co-ops were started at Resolute Bay and Grise Fiord followed the year after by Cape Dorset and Frobisher Bay. Thirty-two co-operative organizations are now in operation across the Canadian Arctic. They are mainly involved in handicrafts and carvings or in such activities as bakeries, boat building, tourism and trapping. The annual sales volume is rapidly climbing to two million dollars this year.

Co-operatives anywhere need, in varying degrees, money, management, staff training, leadership and education. The first three are necessary to achieve economic efficiency and financial success, but unfortunately to the economist, co-operators have heterodox ideas. They measure the effectiveness of a co-operative not simply by dollar value but as a human organization.

Arctic co-operatives are important as steady employment, food, clothing, and shelter to Eskimos, Indians and Metis as they are to everybody else. They are capable of meeting these needs and will do so more fully as they gain experience and knowledge. Co-ops are vital factors in the social and educational life of the community. The current issue of "New News", a monthly Keewatin newsletter, quotes a sixty-year old Eskimo John Ayatuak as saying he has felt very strongly since he was a little boy that co-operation is the only way a community can work well. An Arctic

District Educationalist recently spoke of the value provided by co-operatives in the field of adult education.

Delegates to the 1966 conference of Arctic co-operatives at Povungnituk emphasized the need for knowledge, better communications, and co-ordination. They asked for assistance in an interchange of personnel between Arctic co-operatives for educational purposes, and called for an interchange of personnel between northern and southern co-operatives. Since the conference, the Departmental Co-operative Development Section has been able to introduce and develop more and better means of informing and communicating with the co-operatives scattered in isolation over the Arctic.

In September 1966 the Canadian Research Centre for Anthropology published a handbook on co-operatives written by Aleksandrs Sprudz, the Supervisor of Co-operatives for the Northwest Territories. It is accepted as a text-book of basic information on co-operatives. An international reviewer recently promoted its use among people where the co-operative provides a stepping-stone into the future. Co-operative Development Officers and others in the north are making wide use of this book. It is also being used at the Western Co-operative College. In addition requests are being received for this handbook, including an order of 300 copies from the Indian Commissioner for B.C.

Greater use is now being made of radio communication. Co-operative and credit union news is prepared each week by the Branch Co-operative Development Section and transmitted over the Inuvik radio station, in

English, Western Eskimo and Louch-eux. The CBC Northern Service stations at Yellowknife, Churchill and Frobisher Bay also include these news items in their broadcasts.

A co-operative periodical printed in both Eskimo syllabics and English made its first appearance last year. Its purpose is to provide a quarterly publication which will be useful and instructive to Directors and members of Arctic co-operatives and credit unions. So far, the Co-operative Union of Canada has been able to publish only one issue. In future years it is planned that more issues will be published and on a regular basis.

It is becoming easier for northern people to see the value of co-operatives. Co-ops were first introduced to northerners as a way of helping them adapt to their new way of life. Now the demand comes from the people themselves and it is not always immediately possible to provide the help and instruction necessary to prepare them for this type of undertaking.

In many parts of Canada co-operatives are strong and well established. Through their national organizations they are becoming aware of the needs of their northern neighbours. The southern co-operatives can have a tremendous influence upon the progress of northern co-operatives if their voluntary efforts can be harnessed to practical methods of development. High level discussions may result in an effective means of collaboration between government and the national bodies.

Ernie Boyle is a Co-operative Development Officer with the Industrial Division of the Department of Indian Affairs and Northern Development.

N.W.T.

Tourist office moves to Yellowknife

The Northwest Territories Tourist Office moved to Yellowknife from Ottawa early in January.

The office became the Tourism and Outdoor Recreation Division of the Territorial Department of Industry and Renewable Resources. Until January the Tourist Office had been part of the Industrial Division of the Northern Administration Branch.

The Department will continue tourist development work in the eastern Arctic through the office of the Administrator of the Arctic for an interim period.

"The transfer is a continuation of the handing over of administrative responsibilities to the Territorial Government," The Honourable Arthur Laing said.

Commissioner S.M. Hodgson noted that tourism was one of the fastest growing industries in the N.W.T. with the potential to become one of the top two or three industries.

During 1967 some 6,000 visitors spent more than \$2,000,000 in the Northwest Territories.

Involved in the move were M.P. (Max) McConnell who was appointed chief of the Tourism and Outdoor Recreation Division, and B.R. (Bud) Styles as Head of the Tourism Development Section.

Mr. **McCONNELL**, 41, served with the Department of Indian Affairs and Northern Development since 1960 as a Tourist Development Officer, Head of the Industrial Promotion Section



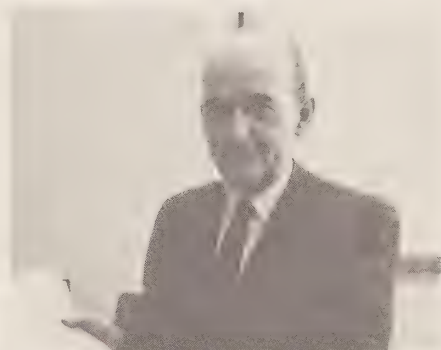
Mr. McConnell

and finally as Head of the Tourist Development and Promotion Section.

His previous experience includes 10 years with the Government of Saskatchewan as an Information Officer and Supervisor of Conservation Information and 4 years as a reporter-photographer for the London Free Press in Ontario. In 1945-46 he taught school in the Muskoka area of Ontario. He also has considerable experience as a free-lance writer and radio commentator.

Mr. McConnell graduated from Stratford Teachers College in 1954 and the Banff School of Advanced Management in 1967. He is married and has four children.

Mr. **STYLES**, 52, also brings to the Territorial Government extensive experience in outdoor recreation and tourism. He served with the Department of Indian Affairs and Northern Development since 1965 as Senior Tourist Development Officer, and



Mr. Styles

with the National Parks Branch of Northern Affairs and National Resources since 1944. He spent 14 years at Banff, rose to the position of Assistant Superintendent and was then promoted to the position of Superintendent of Mount Revelstoke and Glacier National Parks in 1958. In 1965 he became Superintendent of the Riding Mountain National Park and that same year was appointed to the Northern Administration Branch.

Mr. Styles received his elementary and secondary school education at Banff and completed a Business Administration Course at Calgary. He joined the Royal Canadian Corps of Signals on September 4, 1939, the first person from the Banff area to enlist in the Second World War. He saw five years of overseas service and received a medical discharge with the rank of Warrant Officer in July, 1944.

Mr. Styles is married and has seven children. The four youngest children moved to Yellowknife with Mr. and Mrs. Styles.

École Nationale d'Administration

1967

par R.M. Connelly

Dans un pays comme la France, profondément marqué par une tradition étatique et centralisatrice, il était presque normal qu'à la suite de la Libération, on se préoccupât de réformes concernant la Fonction publique. L'École Nationale d'Administration s'insère au cœur même de cet esprit de renouveau. L'ordonnance du 9 octobre 1945 lui donne la charge <<de la formation de fonctionnaires qui se destinent au Conseil d'État, à la Cour des Comptes, aux carrières diplomatiques et autres>>. L'École est donc un centre de formation pour les fonctionnaires des <<grands corps>> de l'État.

Depuis sa création, l'École a toutefois accueilli un grand nombre de stagiaires étrangers, désireux de s'informer soit des méthodes françaises de formation des cadres administratifs supérieurs, ou des structures de l'administration française, ou encore des problèmes qui se posent à cette dernière. C'est à leur intention qu'a été créé le <<cycle spécial d'études pour les stagiaires étrangers>>. Ainsi, au cours de l'année 1967, j'ai eu la chance et le plaisir de participer, avec neuf autres Canadiens, une quinzaine d'Allemands, des Grecs, des Arabes, des Latino-américains et autres, à des travaux d'ordre théorique et pratique au sein même de la Ville-Lumière, Paris.

La période de formation théorique, d'une durée de six mois, a comporté notamment quatre cours dits <<magistraux>> – institutions politiques, institutions et techniques administratives, initiation à l'analyse économique et, enfin, administration et techniques économiques en France. Simultanément, des conférences (3 ou 4 par semaine) nous réunissaient dans

des séances de travail, où nous effectuons, sous la direction d'un maître de conférences, des travaux pratiques, tels que exposés, examens de dossiers et le reste, portant sur des sujets étudiés dans les cours. Nous avons donc eu l'occasion d'étudier et de discuter ensemble une foule de thèmes qui animent la vie administrative française: la Ve République, les partis politiques, la centralisation, la Fonction publique, la stratégie des investissements, le Marché Commun, la planification et le reste. Une douzaine de conférences portant sur les relations internationales nous ont permis de faire un survol des grands problèmes du monde actuel: – le désarmement, la non-prolifération, l'ONU, le Moyen-Orient, le Tiers-Monde, la réforme monétaire internationale, et le reste. La position et la politique française au sujet de chaque question y étaient mises en lumière. Parmi nos conférenciers, citons M. Ortoli, commissaire général au Plan, devenu depuis Ministre de l'Équipement, et M. Hervé Alphand, ancien ambassadeur de France à Washington.

Au printemps, des séminaires de recherche réunissant 15 stagiaires de divers pays, se sont déroulés chaque semaine pendant une période de 3 mois. Les trois thèmes étudiés cette année ont été la Fonction publique, le développement régional et l'aide aux pays en voie de développement. Je me suis associé au dernier groupe. Notre séminaire en est arrivé à la conclusion que l'aide n'est pas seulement un processus économique, mais une question beaucoup plus complexe, où s'entremêlent des considérations politiques, idéologiques et psychologiques qu'on ne saurait négliger sans compromettre, par le fait même, la réalisation des objectifs.

À diverses reprises, l'École a organisé à notre intention des voyages d'études en province (exploitations agricoles en Normandie, établissements champenois à Reims, projets d'irrigation à Nîmes). En juillet, notre groupe a fait une tournée de deux semaines en Allemagne fédérale, afin de visiter certains ministères fédéraux à Bonn et quelques ministères des <<lands>> à Mainz. Nous nous sommes rendus à Berlin pour nous entretenir avec les autorités gouvernementales et militaires, sur le statut particulier de cette ville divisée.

J'ai passé septembre et octobre dans la préfecture du nouveau département de Val de Marne, dans la banlieue parisienne. J'ai eu alors l'occasion de visiter plusieurs mairies et établissements publics, tout en observant l'administration quotidienne et ses contacts avec les élus et les administrés. Finalement, j'ai fait un séjour de six semaines à la division culturelle et technique du ministère de la Coopération, me renseignant sur les programmes d'aide français en matière d'animation rurale et d'enseignement dans les États africains francophones. Le succès que l'on semble remporter, tient, sans doute, à ce que la France accorde la priorité aux programmes conjoints, qui donnent à leurs bénéficiaires de plus grands moyens d'auto-développement. L'aide n'est jamais octroyée; elle est toujours <<dialoguée>>, discutée et analysée dans chacun de ses éléments.

L'année 1967 a donc été pour moi une année très occupée, enrichissante, et, en somme, inoubliable. La famille entière en a bénéficié et je tiens à remercier MM. Côté et Battle de m'avoir accordé un tel privilège.

APPOINTMENTS

Peter B. **LESAUX** has been appointed Chief of Operations Division, National and Historic Sites Service, of the National and Historic Parks Branch.



Born in Ottawa in 1934 Mr. Lesaux attended Academie de LaSalle and Lisgar Collegiate in Ottawa and then attended St. Francis Xavier University in Antigonish, Nova Scotia. He graduated with a B.A. in Economics.

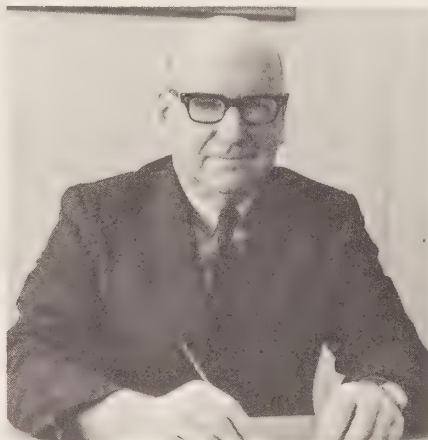
In 1957 Mr. Lesaux joined Personnel Policy of Treasury Board and in 1960 was appointed Program Officer with the Program Analysis Branch of Treasury Board. In 1963 he joined the Management Services Division of the Department of Northern Affairs and National Resources and in 1963 was appointed Chief of Program Analysis & Management Accounting of the Financial and Management Adviser's Office.

Mr. Lesaux is married to the former Joan Marie McCarron of New Glasgow, Nova Scotia. They have three sons.

G.A. McINTYRE, 57, of Whitehorse, Yukon Territory, has been appointed Regional Director of Resources for the Yukon Territory.

Serving in Whitehorse he will administer all major resource programs and activities in the Yukon including metallic minerals, oil and gas, water

and forestry. He will act as Registrar of Land Titles and will be a technical advisor on the above resources to the Director of the Resource and Economic Development Group and to the Commissioner of the Yukon. He will also represent the Department in meetings with senior officials at all levels of Government, Industry, Organized Resource Groups both national and international concerning resource exploration and development.



Mr. McIntyre was born in Dawson City in 1910. He attended public school, high school and Teachers College in Vancouver and then taught school for 9 years. In 1941 he enlisted in the Canadian Army. After 5 years of overseas service he was discharged. He joined the Federal Government as a Mining Recorder at Mayo where he served until 1965. He was then promoted to the position of Supervisor of Lands and Mining Recorder in Whitehorse and in 1967 became Supervisor of Mining Recorders as well as Supervisor of Lands until the appointment to his present position.

Mr. McIntyre is married and has 3 children, 2 sons and 1 daughter.

Jean **GOODWILL**, a Cree Indian of the Little Pine Reserve, Paynton, Saskatchewan has been appointed co-editor of *The Indian News*.

Mrs. Goodwill's duties will be to maintain liaison with Indians throughout Canada, and to arrange with Indian correspondents having news of Indian activities and accomplishments to contribute their material to *The Indian News*.

Jean received her public school education on the Reserve and went to high school at the Bedford Road Collegiate in Saskatoon. She then took a nurse's training course at the Holy Family Hospital in Prince Albert.

Following graduation, she spent five years with the Indian and Northern Health Services in Saskatchewan working in a hospital and an outpost nursing station in the northern areas.

After a year of nursing in Bermuda she returned to Canada with a greater interest and concern for her own people. What began as volunteer work



with the Prince Albert Friendship Centre ended up with Jean becoming the Executive Director of the Indian and Métis Friendship Centre in Winnipeg for two years.

In 1965 she married Ken Goodwill, a Sioux from Fort Qu'Appelle, Saskatchewan, and moved to Ottawa. Here she joined the Department's Cultural Affairs Section, while her husband worked as an Indian Projects Officer for the Centennial Commission. Before joining the staff of *The Indian News*, Jean also did some nursing in the Ottawa area.

APPOINTMENTS (CONT'D)

J.H. **RICK** was recently appointed Chief of Research Division of the



National and Historic Sites Service, Mr. Rick is married and has two children.

Mr. Rick was also recently elected President-elect of the Society for Historical Archaeology. The election took place at a recent meeting in Williamsburg, Virginia. Mr. Rick will assume the duties of the position during 1969 in addition to duties as Chief of the Research Division. The Society for Historical Archaeology is the leading professional organization of its kind in the world. Many of its members have international reputations in the field.

Born in Regina in 1934 Mr. Rick attended public school in Sudbury for a time and then Toronto where he later attended high school and graduated from the University of Toronto with a B.A. in Anthropology in 1958 and with his M.A. in Anthropology in 1959. He then carried out various archaeological excavations in north and central America. He joined the Historic Sites Division in 1961.

of the National and Historic Parks Branch.

Rose Claire **COLLIOU** has been appointed Head of the Curriculum Services Section of the Indian Affairs Branch.

Born in 1923, in St. Laurent, Manitoba, Miss Colliou attended the Winnipeg Normal School and started her teaching career when she was 17. Miss Colliou later attended Ottawa University and took bachelor degrees in Arts and Education and a Master's degree in clinical child psychology.



Her teaching experience includes primary and high school.

Her career with the Indian Affairs Branch includes teaching experience in seasonal and hospital schools and language arts supervision in the Maritimes, Manitoba and Alberta Federal Schools. She also lectured at summer school courses for the Manitoba Department of Education and the University of Saskatchewan. Since 1959 Miss Colliou has conducted research for the Branch. In 1967, Miss Colliou and teaching colleagues, Miss M. Morris and Miss C. Singleterry established "The Centennial Fund for Indian Pupils" to promote Indian pupil creative talent in language arts expression.

J.D. **DARLING**, appointed Head of the Community Services Section of the Indian Affairs Branch in February of last year, has recently been appointed Head of the Branch's Secretariat Division.

Mr. Darling brings ten years of experience with the Branch to his present position. Nine of these were spent as an Administrative Officer in the Secretariat, where he was involved in information work and band council administration.

His responsibilities as Head of the Secretariat, apart from correspondence duties, will include the regulatory aspects of local government on Indian reserves and a variety of quasi-legal matters pertaining to Indian rights and property.

Mr. Darling was born and educated in Vancouver. He obtained his Bachelor of Arts and Master of Arts degrees from the University of British Columbia.



Mr. Darling is married and has five children.

A.G. **LESLIE** has been appointed Director of the Development Directorate of the Indian Affairs Branch, a position he has held on an acting basis since October, 1966.

The Development Directorate has the responsibility for co-ordinating the Branch's social, economic and community development programs, providing technical assistance to field staff in the implementation of these programs, and training both field and headquarters staff.

Mr. Leslie brings to this position a wide range of experience gained from over 27 years with the Indian Affairs Branch.

Born in Souris, Prince Edward Island, he received his secondary school education and his teacher training in Alberta, and spent 10 years teaching in rural and town schools in this province.

He joined the Branch in 1936, and spent the following three years teaching in the Kamloops Residential School in British Columbia. In 1940 he came to Ottawa as Officer-in-Charge of the Trust Fund and Annuities Section, and sixteen years later moved west again to Manitoba where he was appointed Regional Director in 1959.



In 1964 he returned to Ottawa as Chief of the Agencies Division. His most recent position, prior to his present appointment, was Personnel Administrator for the Branch.

Mr. Leslie is married and has four children.

Edmund W. **WALLACE** has been appointed Chief Landscape Architect of the Plan Development Section of the Engineering Division, National and Historic Parks Branch.

Born in 1915 in Connecticut, U.S.A., Mr. Wallace received his early education there and later attended Syracuse University where he majored in architecture and later he studied Landscape Architecture at New York State College of Forestry.

His past experience includes positions with United Aircraft in Hartford, Connecticut in the production control section, S.R. DeBoer and Co.,



Denver, Colo., (Landscape Architects and City Planning), and City & County of Denver, Colo. as Director of Planning and Design in the Parks and Recreation Department. Prior to coming to this Department Mr. Wallace was Chief Landscape Co-ordinator at Expo '67.

Mr. Wallace is a member of the American Society of Landscape Architects, American Institute Parks Executives, Committee on Open Space (U.S.A.) and a member of the Regional Parks Association.

Mr. Wallace is married and has two daughters.

A.N. **HARRIS**, 51, has been appointed Chief, Materiel and Supply. He replaces L.H. Robinson who is the

Regional Director designate for the Atlantic Region of the National and Historic Parks Branch.

Born in Regina, Saskatchewan, Mr. Harris attended high school in Toronto and was employed for seven years with a firm of investment deal-



ers in that city. In 1940 he enlisted in the Royal Canadian Air Force. He served at various Canadian centres, then was posted overseas on the staff of Headquarters Allied Air Forces of Control Europe, Fontainebleau, France. On return to Canada he served on headquarters staff in Ottawa and, prior to his appointment here, he was the Director of Procurement for the integrated Canadian Forces Headquarters. He retired on January 31, 1968, as a Group Captain.

He took his military staff college course with the United States Air Force in Montgomery, Alabama, and has attended various management, cataloguing and computer courses. During his career, his major tasks were the creation of the Supply and Accounting instructions for the RCAF, the management of the Budget and Fiscal Control System, the introduction of NATO Cataloguing, the introduction and management of the first large scale computer in the Armed Forces and the creation of an integrated system for major weapons acquisition.

He is married and has two children.

STAFF NEWS

NORTHERN ADMINISTRATION BRANCH

Miss Nicole **PLANTE** transferred from Central Registry to Welfare Division in January. Nicole is a welcome addition to the stenographic pool.

Carl **LATHAM** has joined the Branch welfare staff and was in Ottawa recently for orientation to the Branch in general and the Arctic District in particular. With experience as a social worker in a number of family and child welfare agencies and with Indian Affairs Branch, Carl takes up an appointment as Regional Superintendent of Welfare at Churchill, Manitoba with responsibility for the Keewatin Region.

The Welfare Division section heads had the pleasure of discussing welfare policy and procedures with Mrs. Vicki **MATHERS** during the week before Christmas. After several years of practice in the field, all of it at Yellowknife, Vicki came to Ottawa for consultations with headquarters staff. As it turned out the visit was also beneficial to members of the division who learned a lot about the problems encountered in the field.

Two familiar faces among the staff of the Finance and Management Advisory Division left recently. J. **DOYLE** and W. **DEVINE**. Joe Doyle has joined Management Services as part of the Department's Manpower Study Team while Bill Devine is now taking training to become a Personnel Officer.

Brian **LEWIS** comes to the Curriculum Section from Igloolik where he had been principal since September, 1967. Previous to this Brian had spent four

years as principal of the Cape Dorset school. Brian was born in London, England 31 years ago but was educated in Wales. He took his B.A. degrees in English in 1958, his Graduate Certificate in Education at Leeds University and a diploma in physical education at Carnegie College, Leeds in 1959. Brian began his teaching career as an English teacher at Bishopshalt School, Uxbridge.

Following the Vocational Education Conference in Winnipeg on January 15 to 17, Eleanor **ELLIS** of the Education Division travelled to Saskatoon, where she had been invited to speak to the Home Economics students at the University of Saskatchewan. She gave a brief overview of the development of Education in the Northwest Territories and then described in some detail the various Home Economics Programs currently being offered. She outlined the reasons for the development of special Northern programs and described some of the job opportunities available in the Home Economics field.

RESOURCE AND ECONOMIC DEVELOPMENT GROUP

We have lost the services of Mrs. Carol **ANDERSON** who has transferred to the Personnel Division of Northern Administration Branch and Mrs. Edna **HEGGIE** who has resigned ... Jim **FRASER** has transferred to Personnel to assume duties with Classification and Pay ... We have welcomed Miss Pat **KELLY** who transferred from the Indian Affairs Branch and Mrs. Blanche **EBURNE**,

Chris **TYMICH** and Gordon **WALKER** who have joined us on a casual basis. John **HUME** has been off on the sick list since November of last year and is hoping to return to active service soon.

ARCTIC DISTRICT

Arctic District Administrator, Alex **STEVENSON** attended the Northwest Territories Council Meeting in February ... Ted **McKEE**, Regional Administrator, back from a tour of Arctic Quebec ... Paul **DESJARDINS**, formerly of Accounts, now Administrative Services in Welfare Section ... Bernié **PISCHINGER** transferred from Arctic Quebec Regional Office to Arctic District Accounts ... Sharon **LATIMER**, who spent two years in Frobisher Bay, now in District Office ... Noella **HAMMOND** and Denny **CROZIER** both back at their desks in Accounts Section after lengthy illnesses ... Peter **ARMSTRONG** Financial Officer, Arctic Quebec Regional Office, to Branch on transfer and will be replaced by Ray **MACINTYRE** of Yellowknife ... New-comers in Personnel - Helen **SERRURIER** replacing Judy **BAILEY** who transferred to Frobisher Bay and Christine **SHELLARD**, Admin. Trainee.

Engineering has lost Wes **O'DONNELL** who transferred to the Maritimes where his wife is receiving medical treatment ... Dennis **DEKKER**, new Regional Engineer for the Baffin Region, accompanied by his wife and family, left for Frobisher Bay during the first week of January ... Bernie **LACHAINE**, Account's Section, Churchill, has transferred to District Engineering, Ottawa ... Tom

CLAIRMONT, Personnel Administrator for Arctic District left in January to join Manpower and Staffing of the Personnel Adviser's office. He will be replaced by Mr. B. **PELOT** from Branch Personnel ... Madeleine **LEBLANC**, also of District Personnel, has resigned to become a fulltime housewife.

INFORMATION SERVICES DIVISION

New Personnel in the Information Services Division are Miss Jane **PEQUEGNAT** and Miss Sandra **McKEE** who joined us after serving with the Information Services of Expo '67 ... Dickson **MELVILLE** who had been with the Division since January 1966 and who served as information officer for the National and Historic Parks Branch has joined the Public Service Commission as Chief of Advertising and Promotion Division.

NATIONAL PARKS BRANCH

D.M. **BEWS** has joined the Engineering and Architectural Division as a Maintenance Engineer ... J.R.M.J. **DALIBARO** has been appointed Chief Restoration architect with Engineering and Architect Rural Division ... A.J. **STRINGER** has joined the Equipment Operations section.

Mrs. M. **MOORLAG** transferred from the Financial & Management Advisory Division of the Administration Branch and has been appointed Secretary to the Chief of Operations of the Historic Sites Service ... Miss E.A. **KEHOE** has joined the Operations Policy Section.

In the Atlantic Region Mr. D.W.Q. **HALL** has been appointed Regional Personnel Administrator ... R.W. **DEMPSEY** is the new Regional Executive Engineer ... I.M. **THOMAS** has been appointed Area Engineer of the Province of Nova Scotia ... H. **EIDSVIK** has transferred from the Parks Branch in Ottawa to become

Assistant Regional Director of the Atlantic Region.

In the Western Region W.E. **LOCKER** has been appointed Regional Personnel Administrator ... L.R.W. **PATTULLO** has joined Western Region as Western Regional Architect and G.F. **McAULAY** as Struction Maintenance Co-ordinator ... R.K. **PLOWMAN** transferred from Engineering and Architectural Division and promoted to Assistant Regional Director of the Western Region.

At Prince Albert J.E. **CRIPPS** and J.E. **WINTERMUTE** have joined the Department as Maintenance Supervisors.

INDIAN AFFAIRS BRANCH

The following persons have joined the Branch in the Maritimes ... D.M. **CHAPMAN** at Amherst, N.S. ... Miss M.J. **MOORE**, Eskasoni, N.S. ... J.D. **MacLEOD**, Amherst, N.S. ... C.C. **THURSTON**, Miramichi, N.B. ... R.F. **TREMBLAY**, promoted to W.P. 3 at P.E.I. agency.

R. **BELLEFEVILLE** and D. **HAMEL** have joined the Branch in Quebec.

Personnel who have joined the Branch in British Columbia and the Yukon are: Mrs. J.R. **HUNT**, Williams Lake ... Mr. W.G. **MacKINNON**, Kwakwaka'wakw ... Mrs. E.M. **WARREN**, Yukon Hostel ... A.J. **KAMINSKI**, Vancouver ... A.D. **OWEN**, Vancouver ... Miss M.E. **MacCALLUM**, Vancouver ... Mrs. C.A. **ELLIS**, Kamloops ... C.P. **SONDERS**, Lytton ... N. **BAYLISS**, Kamloops ... A.S. **McDONALD**, B.C. Reg. Office ... Miss L.A. **MYERS**, B.C. Reg. Office ... W.L. **VANCE**, Fort St. John ... Miss M.J. **WILLIAMS**, Fort St. John ... Mrs. E.L. **MEACHAM**, Kamloops ... L.M. **KAWCHUK**, Stuart Lake ... Mrs. H.E.R. **MOYER**, Nicola ... G.L. **JOHNSON**, Whitehorse, who transferred from N. Admin. ... Mrs. E.M. **KEITH**, Williams Lake ... Miss C. **MIDNIGHT**, Williams Lake ... J.E. **SHRED**, Fort St. John ... Miss M.A. **CROSBY**, Prince Rupert ... Mrs. B.A. **BREUER**, B.C. Reg.

Office ... B.G. **HOLMES**, Bella Bella ... R.F. **JOSEPH**, Williams Lake.

Miss F. **RIVIERA** who worked in the Branch's Vancouver office transferred to the Department of Transport ... E. **SCHMIDT** of the B.C. Regional Office has transferred to the Department of National Revenue ... T.H. **McGINN**, Maintenance Craftsman at Terrace, B.C. has transferred to the Northern Administration Branch of this Department.

W.J. **COPLICK**, Engineer 4 in Vancouver, B.C. has been promoted to W.P. 5.

The following teachers have joined the Branch in British Columbia ... Miss T.A. **NAHANEE**, Fraser District ... Miss L.F. **McEVEDY**, Fraser District ... Mrs. H.F. **ANDERSON**, Queen Charlotte ... Mrs. G. **MARSHALL**, Babine Agency.

The following teachers have resigned in British Columbia ... Miss J. **VENAAS**, Fraser District ... Mrs. G. **SERIANNI**, Fraser District ... Miss A. **ZEALAND**, Skeena River.

The following persons have joined the Branch in Saskatchewan ... **WILFRED HUBERT GUNN**, Crooked Lake Indian Agency ... **LENORE ANN RUTLEN**, Battleford Indian Agency ... C.A. **LLOYD**, Pelly Indian Agency ... H.D. **LAMMER**, Yorkton Office ... M.C. **GOODWILL**, Pelly Indian Agency ... **DARLENE PEARL SMITH**, File Hills Qu'Appelle Agency ... G.M. **RICHARDSON**, Regina Sask., transferred from Fort Smith ... P.E. **DORION**, Wapaw Day School ... **DANIEL NAWAKAYAS**, Red Earth Day School ... E.M. **DISBREY**, Regina, transferred from National Health and Welfare ... C.D. **IMRIE**, Carlton Indian Agency ... D.H. **ANDERSON**, transferred to Pelly Indian Agency ... R.B. **KOLHS**, transferred to Carlton Indian Agency ... A. **FINEDAY**, Meadow Lake Indian Agency ... D.G. **HULL**, File Hills Qu'Appelle Indian Agency ... G.B. **MacPHERSON**, transferred to Crooked Lake Indian Agency ... H.N. **WOODSWORTH**, transferred to Duck Lake ... R.G. **WITT**, Battleford Indian

Agency ... **CHERYLL KATHLEEN LAYBORNE**, Red Earth Day school ... **A. MALIX**, Little Pine School ... **SAMUEL YURCHUK**, Gordon's Res. School ... **MARIE ANTOINETTE KALLING**, Beauval Res. School ... **HELEN AMALIA REMARCHUK**, Canoe Lake Indian District School ... **ALBERT LEON MANSEAU**, Ministickwan Indian District School ... **SR. MARY CARMEL**, Qu'Appelle Res. school ... **EMMANUEL OMILLION OYSTRECK**, Touchwood Indian Agency ... **PHYLLIS JOANN MARY RIEL**, Pelican Lake District School ... **VIVIAN JANET PLETZ**, Qu'Appelle Res. School ... **Mrs. GRACE D. AHENAKEW**, Altahkakoops, District School ... **RACHEL SARAH BALLANTYNE**, Southend District School.

The following persons joined the Indian Affairs Branch in Ontario ... **J.W. MONAGUE** as a Special Constable on the Christian Island Agency ... **Mrs. H.J. LAKE**, Caradoc Indian Agency ... **Miss M.J. TENNANT**, Regional Officer in Toronto ... **S. PITAWANAKWAT** as a Maintenance Craftsman, Manitoulin Agency ... **R.H. ARGUE**, St. Regis Agency ... **Miss**

S.E. NURSE, Peterborough Indian Agency ... **Miss J.M.F. CORBIERE**, Sudbury Educational District ... **Mrs. S. SIMON**, Sudbury Educational District ... **Mrs. O. PIRRIE**, Regional Office Toronto ... **Mrs. H.A. STECIUK**, Sudbury, transferred from Department of Defence Production ... **Mrs. H.M. JOHNSON**, Six Nations Educational District ... **Mrs. P. OLSTAD**, Kenora Educational District ... **JAMES NEACAPPO**, Regional Office in Toronto ... **Miss K.R. SCHUYLER**, Caradoc Agency.

New Teachers who have joined the Branch are ... **Miss M.J. ANDERSON** Big Trout Lake School in Sioux Lookout District ... **Miss J.G. VIENNEAU**, Kingsfisher Lake School in Sioux Lookout District ... **J.F. CARTER**, Albany River School in Sault St. Marie, James Bay District ... **Mrs. G.S. JACKSON**, Moose Factory Hospital in Sault St. Marie, James Bay District ... **Mrs. C.M. BATTY**, Sandy Lake School, Sioux Lookout District ... **Mrs. F.M. CHISHOLM**, St. Regis School, Toronto, St. Regis District ... **FREDERICK ANDREWS**, Albany Day School, Sudbury Educational District ... **Mrs. ELIZABETH**

ANDREWS, Albany Day School, Sudbury Educational District ... **Miss ELIZABETH MORPHET**, Moose Factory Hospital, Sudbury Educational District ... **G.S. WILCOX**, Big Trout Lake School, Sioux Lookout District ... **M.E. HALL**, Vocational Counselor at Moose Factory, Ontario ... **W.R. BAZLEY**, Regional Personnel Administrator has transferred to the Appeals Division Public Service Commission.

Miss. M.A. MANITOWABIHAS joined the Regional Office in Toronto ... **Mr. S. DOPTATOR**, Caradoc Agency ... **Mrs. J.B. ANDERSON**, has transferred to the Department of National Defence ... **Mrs. M. MOGGY** has joined the Wikwemikong School in Manitouling Educational District ... **Mrs. I. BARRON** has joined the Peterborough Agency.

Horace GLADSTONE, employed in the Indian Affairs Branch as a Welfare Programs Officer in the Blood Peigan District at Lethbridge, Alberta has been appointed to the Senate of the University of Lethbridge.

GERALD BOUTET



Gérald **BOUTET**, que tous appelaient "Gerry", est décédé subitement à sa demeure le 15 février dernier.

Avant son arrivée à la Division des services d'information, il y a un an et demi, Gerry a été journaliste au journal *Le Droit* pendant dix ans. Il a été directeur de la page quotidienne des enfants durant huit années où il était connu sous le nom de l'Oncle Gérald.

Il était le président provincial de l'Association des parents et instituteurs de l'Ontario ainsi que directeur de l'Association d'Éducation de l'Ontario.

CONDOLÉANCES

Le mouvement scout perd en lui un de ses amis les plus dévoués.

Malgré ses nombreuses occupations il trouvait moyen de consacrer beaucoup de temps à sa famille. Qui ne l'a entendu parler de ses deux fils sans voir combien il les aimait.

Gérald Boutet n'a pas travaillé longtemps avec nous mais il a laissé au Ministère un très grand nombre d'amis. A son épouse ainsi qu'à Pierre et à Jean, le ministère des Affaires indiennes et du Nord canadien et en particulier les membres du Bureau du conseiller en information publique offrent leurs très sincères condoléances.

R ETIREMENT OF J.R.B. COLEMAN, D IRECTOR, NATIONAL AND H ISTORIC PARKS BRANCH

A farewell ceremony was held in the Board Room on May 3 for Mr. J.R.B. Coleman who has retired from the position of Director of the National and Historic Parks Branch. Mr. Coleman has played a major role in the evolution of a Canadian national parks policy during a period of over 30 years service in the Federal Government.

While Mr. Coleman was Director of the National and Historic Parks Branch a National Parks Policy was developed, the National Park Administration was reorganized, Town Planning studies for major Park Townsites

were carried out, a Winter Recreation Policy was articulated, Visitors Service Centres set up, and the National Parks system expanded in Newfoundland and Nova Scotia.

On several occasions he represented Canada at international conferences: in 1962 at the first international parks conference in Seattle, Washington; in 1963 at the meetings of the International Commission on National Parks in Nairobi, Kenya; in 1966 at the meeting of the Commission in Lucerne, Switzerland.

Upon completing university studies in forestry at the Universities of

New Brunswick and Syracuse in 1928, Mr. Coleman entered the Ontario Department of Lands and Forests. Seven years later he joined the Federal Government Service as a technical assistant in the Forest Products Laboratories in Ottawa. After holding several positions as a forestry expert, he was appointed Director of the National and Historic Parks Branch in 1957, a post he held until his retirement.

Mr. Coleman's future plans include spending some time at his farm near Dunrobin, Ontario and travelling extensively in the South Pacific this autumn.



Mr. John MacDonal reviewing the accomplishments of Mr. Coleman's 30-years career in the public service. Right are Mr. Alex Reeve, Assistant Director (National Parks) and Mr. Jack Nicol, Assistant Director (General).



Mr. and Mrs. Coleman and Mr. MacDonald, examine the rifle that was presented to Mr. Coleman by his colleagues in the department. The scroll in the foreground was prepared by Mr. Harding and reads: "Presented to J.R.B. Coleman, best wishes from your friends and colleagues in the Department of Indian Affairs and Northern Development".



It was standing room only in the board room during the presentations to Mr. & Mrs. Coleman.

Pages from the Polar Past

"The sting of winter had passed from the air and life was re-awakening. The sun, as it mounted the sky, seemed to sail through an ocean of deep azure, pouring life-giving rays around, as if calling upon Nature to awaken from her long winter sleep. And so it sailed throughout the long day, until it sank to rest in a balze of dazzling glory.

And Nature had responded. From everywhere came the sound of trickling water beneath the snow, increasing in volume daily as the rocks gathered the warmth of the sun and melted the snow above. Delicate Arctic flowers, yellow and blue, unfolded in the sheltered spots; everywhere the cheep-cheep of the snow-buntings could be heard as they flitted from rock to rock, their black and white feathers harmonizing so perfectly with the snowflecked rocks that they were difficult to see. In the valleys and on the warm side of the hills coveys of ptarmigan settled and fed, and every day the snow sank lower and lower as it melted from beneath. Nor was that all, for tunnelling through the snow in all directions, the Arctic mice, or lemming, were busy scratching their way down to the moss below, to feed upon the rich store of insects and grubs which were hidden there."

This was the Reverend J.W. Bilby's description of the Arctic springtime in his book "Nanook of the North". The author was one of the pioneer Anglican missionaries to live among the Eskimos of the eastern Arctic. Before the turn of the century he served at Blacklead Island, Cumberland Sound which for many years was the haunt of both Scottish and American whalers. The Blacklead Island mission which had been opened in 1894 was later relocated some 90 miles north across the Sound at Pangnirtung, Baffin Island.

Times change; many amenities of life with improved communications have come to the north since the Reverend Bilby's day. The elements and the topography, however, are the same today. His observations and feelings expressed are still applicable. To the majority of northerners spring is still the most wonderful time of the year. The monotony of the winter has been broken. As the days lengthen into May, winter has surrendered to spring, except in the most northerly latitudes. Even here daylight lasts for 24 hours as the sun circles low on the northern horizon. Nature has clothed the northern land mass in a variety of ways. There is the tundra and taiga, mountains and plains, rivers, lakes, glaciers, deltas and drumlins. The changing colours of this vast landscape with the awakening spring makes our fabulous north country truly a vibrant "Land of the Midnight Sun".

Spring, 1968

A. Stevenson

Administrator of the Arctic

